

AMERICAN NEWS

S. miners reject call for ending arbitration

BY WALTER FLICKINGER

UNITED MINE WORKERS

union to-day rejected a proposal by the industry's farm, the Bituminous Operators Association, to submit the 78 U.S. coal dispute to voluntary arbitration.

Mr. Ray Marshall, U.S. Secretary, disclosed he had scheduled a meet the UMW negotiating this afternoon.

Marshall indicated that he arranged a meeting of industry and labour at 7 p.m. this evening. It is not yet clear both sides have agreed.

Union's decision to reject to submit to binding arbitration is hardly surprising. It suggests that its leaders could not get back tank and file members

at the end of such a bitter dispute therefore. There is little sign of common ground emerging now and the Carter Administration is no doubt anxiously wondering how much longer it can postpone over intervention.

None of the alternatives the Administration has canvassed (ranging from invocation of the Taft-Hartley law to seizure of the mines) is attractive.

Yesterday, the employers in effect rejected any move to use a settlement between the UMW and the independent Pittsburgh and Midway Coal Company reached over the weekend as a pattern for an industry-wide settlement. There are elements in that agreement which some BCOA companies feel are not strong enough to guarantee work force stability which they are hoping to secure in the industry-wide contract.

The outlook for an early settlement continues to be clouded.

Exxon used codes in Iranian business deals

BY JOHN CORRESPONDENT

IES FIGHTING for contracts in the Middle East may ruse to keep its options open but it has been more than one used by Exxon to do so. The company's agent in Iran, they were described as being "at sea".

The list of codes was enshrined in a company code book and gave rise to some strange messages which no doubt perplexed any of Bell's competitors who may have been listening in. According to the Committee one message read: "We agree with Trout's recommendation that Bell will remain in the background until called in." (Bell was the name for the Bell Company itself.)

On another occasion "Trout and Skate" assured "Bass" that all was still well and they were joined by "No. 1". The latter was the codename for the late General Mohammed Khatami, who was also a part owner of Air Taxi, the company that Bell used as its agent.

The "Pike" was the Shah, was apparently much taken at one stage by Bell's filing of its helicopters. And it was the "Pike" who made the ultimate decision to buy the helicopters. It was, no doubt, something of a relief to "Bass". It could then

at least abandon the code book.

ency's future in doubt

BY JOHN CORRESPONDENT

ACE of heavy criticism performance since it was set up in 1974, the Commodity Trading Commission (CTC) in the U.S. is urging that it be kept in for a further six years. The CTC was set up in 1974 to take over the regulation of the futures market, a default on the potato market, for example, has been criticised.

The CFTC has also been embroiled in a dispute with the Securities and Exchange Commission (SEC) which is responsible for regulating U.S. securities markets, over who should oversee the new securities futures (such as interest rate futures), which some markets are offering.

The SEC has suggested that it take over the regulation of these markets adding that it is ready to assume all the responsibilities of the CFTC.

Gas conservation has failed

An analysis of residential consumption of gas in 1976 states indicates that "conservation efforts to date have failed". Government researchers reported, AP-DJ reports from New York, Sharp increases in the price of gas have had almost no effect on its use for home heating, the researchers said. They found practical no changes in recent consumption patterns which could not be explained by differences in the weather.

The researchers said they discovered that gas customers in New York, New Jersey and Pennsylvania used about 20 per cent more gas than did customers in the 16 other states studied, even after the figures were adjusted to take weather differences into account. If the level of gas consumption at residences in those three states could be reduced to the average level in the others, savings of 100,000,000 British thermal units of energy would be saved each year to meet the home-heating needs of Minnesota, the researchers said.

Argentine closure. General Motors announced yesterday that it had closed its Argentine assembly plant and laid off 800 workers until further notice. The AP-DJ report says: "The action, which took effect on Monday, was the latest symptom of a business recession in Argentina. The same day, Sedamec, a major textile manufacturer, suspended 1,043 workers at its Buenos Aires plant.

Chicago paper to end. The Chicago afternoon newspaper, the Daily News will cease publication on March 4, according to an announcement yesterday by its publishers, Marshall Field, written John Laech in Chicago. The 102-year-old newspaper has lost nearly \$22m since 1974 and is currently losing \$1m a year. Some closure plans were revealed some months ago, a number of pressure groups have tried to persuade the multi-million dollar department store to publish the Daily News morning companion, the Sun-Times.

COMPANY NEWS

Exxon. Exxon has dropped bid for Marshall Field, Quaker to be freed from anti-lockheed ahead

Costa Rican new leader 'will expel' Vesco

CARACAS, Feb. 22. THE COSTA Rican president, Sr. Rodrigo Carazo, is reported to have said that the U.S. financier, Mr. Robert Vesco, who is a fugitive from U.S. courts, will be expelled when the new administration takes office.

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The outlook for an early settlement continues to be clouded.

While this generalisation may be true nationally, private forecasts paint a gloomier picture of the power problem. Chase Econometrics, the U.S. economic consultancy has said in a special cost strike analysis based on a statistical study, that if the strike is not settled by March 15, the hard-hits states such as Ohio, Indiana and West Virginia can expect half their industry to be shut down because of power problems.

Mr. Vesco is reported to have said: "When legal proof is gathered, I will proceed to expel him." He added, however, that the financier would not be extradited to the U.S.

Permission for Mr. Vesco to become a resident of Costa Rica was granted in 1972 by the NLP President, Sr. Jose "Pope" Figueres, and maintained during the four-year term (which will end next month) of President Daniel Oduber, also of the NLP. IPS

PANAMA CANAL DEBATE IN THE SENATE**Muddy waters surround Torrijos**

BY DAVID BELL IN WASHINGTON

JUST AS the White House feared, the long debate about the Panama Canal treaty has now become bogged down in allegations about the possible involvement of General Omar Torrijos, the Panamanian leader in drug trafficking operations run by his

brother into the United States on board a commercial airliner.

Last night the Justice Department released details of a six-year-old indictment issued in New York, but not publicised at the time. It alleges that Sr. Moises Torrijos, the General's brother, smuggled 150 lbs of heroin into the United States on board a commercial airliner.

Observers believe that the defeat of the incumbent party was connected with reported links between it and Mr. Vesco, who was accused of illegally taking some \$220m from the Investors Overseas Services group.

Earlier, the Senate Intelligence Committee conducted a day of secret hearings in a locked Senate meeting room and issued what it called a "sanitised" version of its investigation into the Torrijos family. The committee concluded that Gen. Torrijos "probably" knew about his brother's activities but that there was no evidence actually to prove this.

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However the White House reluctantly decided to publish the charges before they were leaked

of the Torrijos' possible involvement in drugs has been exploited by the opponents of the treaty. They have been arguing that the U.S. cannot, and should not, trust the word of leader

General Omar Torrijos. In Las Vegas, Governor Ronald Reagan

said last night that the whole affair demonstrated how unwise

the Administration badly needs

some sort of "victory" after a year of rebuffs from Congress. It also needs to establish that it, and not Congress, makes foreign policy.

A defeat on the Canal treaty would be regarded in the White House as a major defeat for the President, who has lobbied hard for it. Mr. Carter's aides say that this Administration badly needs

some sort of "victory" after a year of rebuffs from Congress. It also needs to establish that it, and not Congress, makes foreign policy.

The Carter Administration is not so sure of this and is worried that publicity of this kind may be enough to prevent it getting the 67 votes needed (out of 100) to have the treaty approved by the Senate. At the last count, the treaty's backers were four votes short of the number needed.

However, supporters of the treaty argued that by the time it came to the Senate in operation—in the year 2000—Gen. Torrijos will have long ceased to be a political force in Panama.

Senator George McGovern, a supporter of the treaty, observed last night that yesterday's secret session was "the biggest waste of time during the 15 years that I have served in the Senate." He added that it was proof that the opponents of the treaty have run out of other ammunition.

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WORLD TRADE NEWS

Freight surcharge on N. Atlantic rescinded

BY IAN HARGREAVES, SHIPPING CORRESPONDENT

AN EMERGENCY freight surcharge on North Atlantic ship freight rates, which were imposed on liner routes, was last week issued by the North Atlantic shipping conference governing Europe and North America. Shippers were confident that this surcharge also would not be imposed.

Mr. Hans Anderson, chairman of the Continental conference, said a decision would be taken before the end of the week. The value of the surcharge was announced last December. It was put at 10 per cent, a figure which was later cut to 6 per cent. It would have been applied from next month.

The British Shippers Council said last night it was delighted with the outcome and had withdrawn its request to members to cancel contracts with the conference lines.

ARAB COUNTRIES have decided to drop the Norwegian Aker shipbuilders from its blacklist. That has already resulted in a contract for two hotel vessels for Egypt. AP-DJ reports from Oslo.

The Institute for Sea Economics says tonnage of ships flying flags of convenience rose from 22m. to 109m. tons between 1965 and 1977. An increase in 1976 of 10 per cent of the world's cargo fleet. If the expansion continues at that rate, 40 per cent of all freighters will be registered under flags of convenience by 1986, it said.

S. Korea looks to Europe

BY DAVID BUCHAN

BRUSSELS, Feb. 22.

PROSPECTS for increased EEC exports to South Korea will figure prominently in talks begun here to-day between Mr. Tiong-Jin Park, the South Korean Foreign Minister, and his Brussels officials, as will the contrast with that of Japan. Mr. Park's visit is designed to underline South Korean imports into the Community such as steel, text and shoes.

The South Koreans have told the EEC Commission that they want a better balance of trade with the EEC, which last year restraint agreement by the end was some \$70m. in surplus to of March.

Order for British Steel

BY DAVID CHURCHILL

THE BRITISH Steel Corporation has won a major order from South Korea to provide 7,000 tonnes of sheet piling for use in construction of an underground railway. The order is the first time BSC has penetrated the Korean market and the Corporation is hoping that it will secure further orders following this initial success.

About 2,000 tonnes of the 7,000-tonne order has already been rolled at BSC's cargo fleet works in Teesside and the Scunthorpe plant will also be involved.

The order was won after a U.K. trade mission to South Korea organised by the North of England Development Council. It is due for completion by April 15.

BSC said yesterday that the piling, which has been used extensively in the U.K. and overseas for harbour installations, will be used over and over again during the construction of the inner Seoul underground system.

HUNGARIAN TRADE

Blue jeans revolution

BY PAUL LENYI, RECENTLY IN BUDAPEST

OF ALL the 500-odd joint ventures Hungary has concluded with Western companies, an agreement between Levi Strauss and the U.S. producer of blue jeans and the Mag. J Clothing Factory is perhaps the most significant.

It is the first East European country to manufacture the jeans under licence.

The factory at Marcali, should turn out about 1m. pairs of denim per annum. According to the five-year agreement, production begins this year, with the U.S. company providing basic materials, patterns and machinery.

Yet even after all this has been done, the Hungarian plant will still reach only half of the productivity of Levi Strauss in San Francisco, where a mere 14 minutes are enough to finish a pair of jeans.

The Hungarian government and the ruling Communist Party have broken with the previous practice of blaming primarily or only tariff and quota discrimination in the West for the "imbalance in external trade. After a two-year-long trade, it has become a luxury article and a class symbol in our country."

Luftfracht

Vorsicht! Nicht werfen!

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Caution!

No rough handling!

"We only have an exceptional airfreight problem about forty times each week"



The 30-year honeymoon

When we began to work with Bayer back in 1948, we found them tough customers.

They are still tough but rather bigger in total. Bayer now spends more than US\$250 million per annum on traffic and distribution.

Bayer are tough on themselves, too. Really urgent consignments can be in the air within hours. Before the truck collects from the factory, airfreight paperwork will have been prepared by agents who shall have had special training on Bayers' computer systems.

We make chemicals. You fly cargo!

Bayer's transportation policy is very simple: to find utterly reliable operators, so that Bayer can get on with its main job of being one of the world's greatest producers of chemicals.

It's hardly a sentimental philosophy, and it does not encourage complacency - even after more than 30 years. I know that, and so do more than 300 cargo agents.

Our key equipment

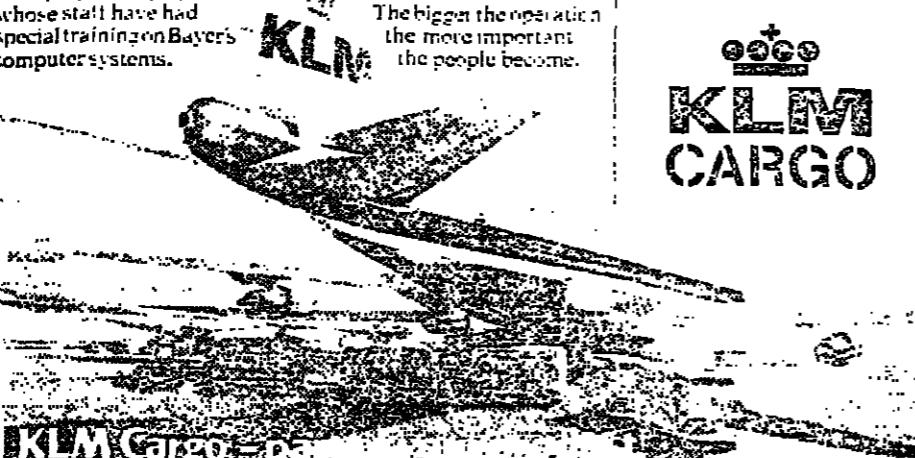
The bigger the operation the more important the people become.

Cargo now accounts for 35% of BAYER's traffic revenue, and is the concern of 3100 specialists. But all this matters less than a sense of service.

Air cargo is a thing you utterly notice only when it goes wrong. That suits us. Our people get their rewards not from high drama, but from a dedication to reliability.

Dr. Schulten says, "In a high-stress business you learn to depend on top professional friends." That's the kind of friendship we are proud to enjoy. Dr. Schulten.

KLM
CARGO



Further delay to decision on Europe's new airliner

A DECISION on new European airliner plans is still awaited by the British after high-level talks here by Mr. Eric Varley, Secretary of State for Industry.

Aerospatiale, France's State-owned aircraft company, with cross-shareholding, is appraising the new 160-seat medium-haul aircraft. Mr. Varley held a press conference to-day, but the French industry said the ball was now in the British court.

Mr. Varley spoke further with M. Fernand Levert, French Equipment Minister, and M. Marcel Cavaille, Transport Minister, this afternoon. He said Britain currently provides only the wings of the Airbus, essentially a Franco-German venture.

The decision on the new airliner is closely linked to the participation Britain is expected to take in the Airbus development, the Bio-

N. Zealand attacks protectionism

BY CHRISTOPHER PARKES

NEW ZEALAND's efforts to revive its enfeebled economy without much regard for the interests of the consumer, are being frustrated by protectionism in all its main markets. Mr. Donington MacLay, Minister for Trade and Consumer Protection, charged disquieting new plans to, notably from Ireland, to introduce market

laws "that concerns us is that the point I want to underline is that the British consumer would almost certainly force up

the price of British consumer goods over half New Zealand's total export earnings."

New Zealand's dairy exports

to Britain have already shrunk markedly since the U.K. joined the Community in 1973, and

the Community is growing, especially from Ireland, which is

now Britain's major trading partner.

You remain our largest dairy market, and notwithstanding the

degree of diversification we have accomplished, our dairy

sheep products continue to provide over half New Zealand's

total export earnings."

This had damaged his country's drive to expand sales in existing markets and open up new ones.

So far as manufactured goods are concerned there is a general recognition of the need for competitiveness, of the benefits of specialisation and of the need for the free flow of products across national borders," he said.

But in the case of agricultural products - New Zealand's principal source of foreign exchange - there was no such liberalism.

Referring pointedly to the EEC farm policy, he commented: "It is looked upon as acceptable to fix the market in

order to ensure that the in-

Australia and the European Friday.

Garland begins U.K. talks

FINANCIAL TIMES REPORTER

AUSTRALIA'S MINISTER for Special Trade Representations, Mr. Victor Garland, began a visit to the U.K. yesterday.

He will be held later in the year on a series of formal trade proposals left by Australia with the EEC.

Mr. Garland will meet Mr. David Owen, the Foreign Secretary, Mr. Edmund Dell, the Trade secretary, and the Agriculture Minister, Mr. John Silkin.

Referring pointedly to the EEC farm policy, he expects his meetings to take place in discussions begun last year on ways to improve the trading relationship between Australia and the European Friday.

EEC safeguard proposals under fire

BY REGINALD DALE

A KEY element of the EEC's rather than against all countries an international code to supplement its negotiating position in Tokyo.

Mr. Robertson agrees that the interests of importing and exporting countries alike. He suggests that public inquiries should be held to prevent importers abusing the concept of "serious injury" to justify safeguard actions.

The report, by Mr. David Robertson, challenges the Community's proposal, strongly backed by Britain and France, that safeguard measures against disruptive imports should in future be applicable selectively.

NOTICE OF REDEMPTION

To the Holders of

Comalco Limited

10% Notes Due 1987

Issued under Indenture dated as of April 1, 1975

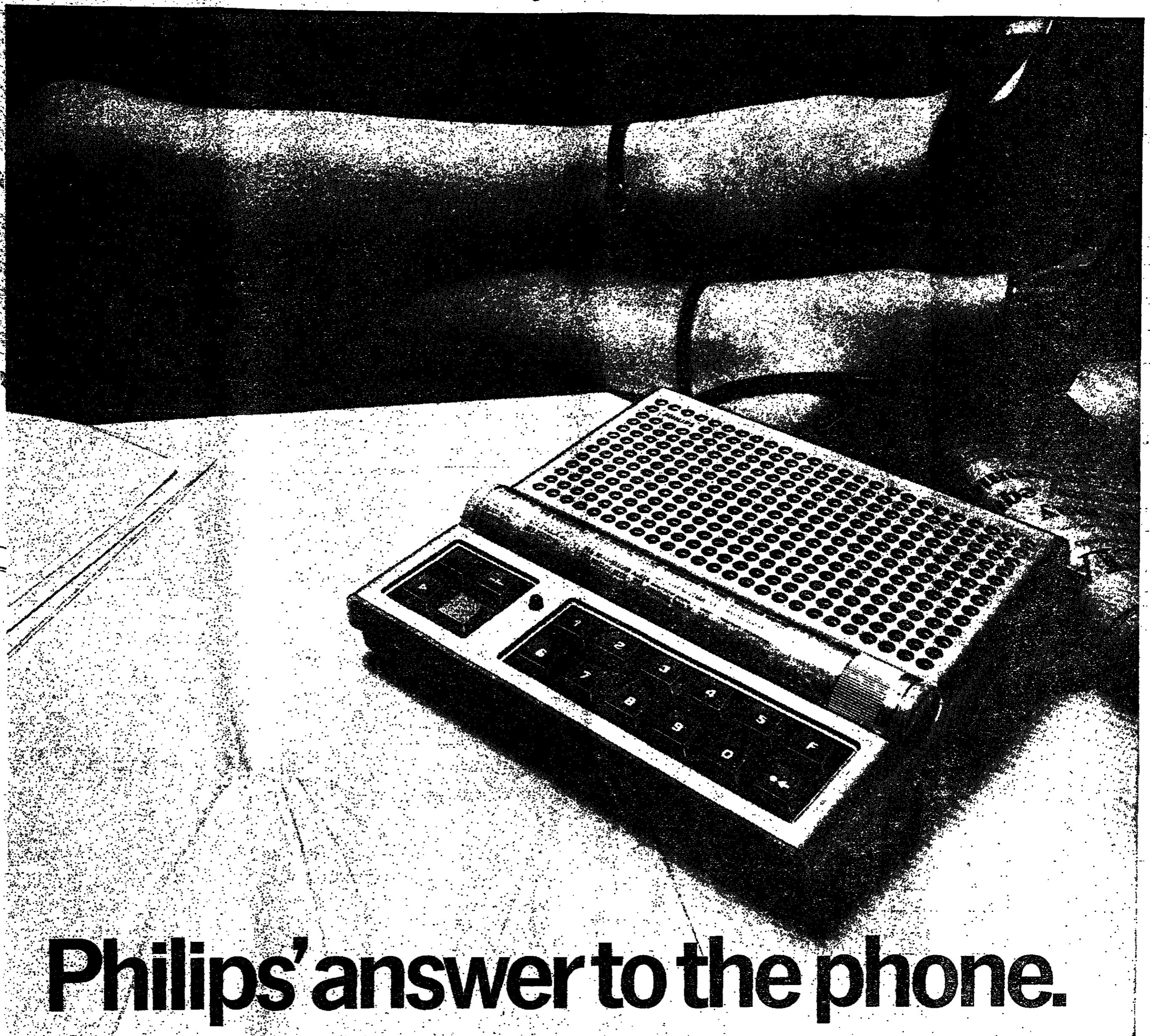
NOTICE IS HEREBY GIVEN that pursuant to the provisions of the above-mentioned Indenture, U.S. \$2,000,000 principal amount of the above-described Notes have been elected for redemption on April 1, 1978, through operation of the Sinking Fund, at the principal amount thereof, together with accrued interest to said date, as follows:

NOTES OF U.S. \$1,000 EACH

23	1463	2730	4124	5385	9580	822	931	10702	12121	13814	15435	17057	18585	20175	21605	22645
24	1464	2731	4125	5386	9581	823	932	10703	12122	13815	15436	17058	18586	20176	21606	22646
25	1465	2732	4126	5387	9582	823	933	10704	12123	13816	15437	17059	18587	20177	21607	22647
26	1466	2733	4127	5388	9583	824	934	10705	12124	13817	15438	17060	18588	20178	21608	22648
27	1467	2734	4128	5389	9584	825	935	10706	12125	13818	15439	17061	18589	20179	21609	22649
28	1468	2735	4129	5390	9585	826	936	10707	12126	13819	15440	17062	18590	20180	21610	22650
29	1469	2736	4130	5391	9586	827	937	10708	12127	13820	15441	17063	18591	20181	21611	22651
30	1470	2737	4131	5392	9587	828	938	10709	12128	13821	15442	17064	18592	20182	21612	22652
31	1471	2738	4132	5393	9588	829	939	10710	12129	13822	15443	17065	18593	20183	21613	22653
32	1472	2739	4133	5394	9589	830	940	10711	12130	13823	15444	17066	18594	20184	21614	22654
33	1473	2740	4134	5395	9590	831	941	10712	12131	13824	15445	17067	18595	20185	21615	22655
34	1474	2741	4135	5396	9591	832	942	10713	12132	13825	15446	17068	18596	20186	21616	22656
35	1475	2742	4136	5397	9592	833	943	10714	12133	13826	15447	17069	18597	20187	21617	22657
36	1476	2743	4137	5398	9593	834	944	10715	12134	13827	15448	17070	18598	20188	21618	22658
37	1477	2744	4138	5399	9594	835										

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Philips' answer to the phone.

We describe the Philips M100 as "The world's most advanced internal communications system." No marks for modesty, then. But look at the ten points below, and you can see our problem.... And those are just some of the benefits of our direct-speech system.

1. The M100 is an internal communications system, and the perfect supplement to your external telephones. It puts you through quickly, reproduces speech faithfully—and leaves your hands free.

2. It is unique. It is fully electronic, and so flexible that it can consist of just two stations... or many thousands.

3. You waste no time listening to ringing tones, waiting... and then getting the wrong person. You just press buttons and speak.

4. The person you call does nothing except answer you, just as if you were talking face to face.

5. No time is wasted in gossip. The average M100 call is 45 seconds, the average internal phone call is 2½ minutes.

6. You save money by cutting down on phone call-backs, because you can get immediate answers to queries, while your caller holds.

7. If you want privacy, press the button marked privacy. When anyone calls, a tell-tale light will come on, but you can ignore it. It doesn't annoy like a ringing bell.

8. The M100 is compact, simply and easily installed. The system can grow as you grow.

9. You can set it up to allow direct-speech conferences between three people in one building... or in different buildings, or across the country for that matter, as networks can be linked by Post Office lines. You can slot it into your paging system... you can arrange it to transfer calls automatically. The permutations are endless, and all the choices are yours.

10. The M100 is virtually future-proof. Whatever tomorrow brings, the M100 will be able to absorb it.

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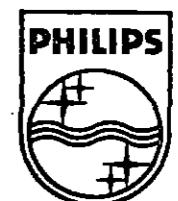
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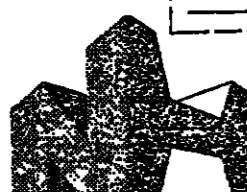
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NOTICE OF REDEMPTION To the Holders of

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81 1/4% Collateral Trust Bonds Due 1987

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the Queensland Alumina Finance N.V. Collateral Trust Indenture dated as of April 1, 1972, U.S. \$398,800, principal amount of the above described Bonds have been selected for redemption on April 1, 1978, in lieu of a redemption for the purpose of the Sinking Fund, at the principal amount thereof, together with accrued interest to said date, as follows:

BONDS OF U.S. \$1,000 EACH

On April 1, 1978, the Bonds designated above will become due and payable in such coin or currency of the United States of America as at the time of payment shall be legal tender for public and private debts. Said Bonds will be paid, upon presentation and surrender thereof with all coupons appertaining thereto maturing after the redemption date, at the option of the holder either (a) at the corporate trust office of Morgan Guaranty Trust Company of New York, 15 Broad Street, New York, New York 10013, or (b) subject to applicable law and regulations, at the main offices of Morgan Guaranty Trust Company of New York in Brussels, Frankfurt (Main), London or Paris or at the main offices of Bank Mees & Hope NV in Amsterdam or Banque Internationale à Luxembourg S.A. in Luxembourg. Payments at the offices referred to in (a) above will be made by check drawn on, or by a transfer to a U.S. dollar account maintained by the payee with a bank in New York City.

Coupons due April 1, 1978 should be detached and collected in the usual manner. On and after April 1, 1978 interest shall cease to accrue on the Bonds herein designated for redemption.

QUEENSLAND ALUMINA FINANCE N.V.
By WILLIAM HOBBS, Managing Director

Scotch duty down £28m.

BY KENNETH GOODING

THE Treasury's income from duty on Scotch whisky has fallen by £28m. so far this financial year, the Scotch Whisky Association said yesterday.

The association blamed duty increases—three in 21 months—which had raised tax on a bottle of Scotch to £3.50.

The impact had been felt on total industry sales, which fell last year for the first time since 1969.

The U.K. is the second-largest market, accounting for around 15 per cent. of total world sales, and the effect could not be offset by exports—even though these reached record levels and were up 3 per cent. in volume in 1977, in value to £512m.

"The setback in our second-largest market is a savage blow to the Scotch whisky industry. It should also be a chastening experience for the Government, for the law of diminishing returns has set in just as members of this industry predicted it would," said Mr. Adam Bergius, chairman of the Information and Development Committee of the association.

Revival

It would need a remarkable revival in sales during the last quarter of the financial year if the revenue for which the Chancellor hopes was to be raised.

Mr. Bergius called for "a more equitable system" of taxing alcoholic drinks, involving a fixed charge for each degree of alcoholic strength.

Such a duty structure would put the Government in a much stronger position to demand the end of discrimination against Scotch which exists in some Common Market countries, notably France, Denmark and Italy.

The U.K. could also "lead the way towards the harmonisation of excise duties within the EEC."

Imported wine had a considerable advantage over Scotch in that it paid far less in total and also in terms of the rate of duty charged for every drop of its alcoholic strength.

Yet the European Commission was demanding that Britain reduce the duty on wine to the same level as that on beer and might well take the government before the European Court of Justice if it failed to comply.

"We have to face a fairly ludicrous situation where the British Government could be arraigned before the European Court for discriminating against wine, while at the same time taxing it much more lightly than home-produced Scotch."

It is a situation which need never have arisen if the Government had listened to the Scotch Whisky Association's repeated representations in the years before Britain joined the EEC," Mr. Bergius said.

New courthouse

GLASGOW'S Sheriff Courthouse—reputed to be Europe's second busiest criminal court after Hamburg—is to be replaced by a £16.6m. purpose-built building. Mr. Bruce Millan, Scottish Secretary, said that work would start on preparing the site this year, and construction work would take until 1985.

Belfast memorial service for bomb victims

BY OUR BELFAST CORRESPONDENT

BELFAST airport closed for an hour and many shop and factory employees left work early yesterday to attend a memorial service at the City Hall for the 12 victims of last Friday's terrorist bombing.

More than 1,000 gathered in heavy rain to hear Orange Order leaders condemn the murders and call for tougher government measures against terrorists.

Employees' fringe benefits uneven

BY JAMES McDONALD

EMPLOYEES' FRINGE benefits mainly in pensions, holiday entitlements, sick pay, medical insurance and company cars. Payment for absence through entitlements and sick pay, have continued to improve in the past year.

Changes are planned by 45 per cent. when income policy is introduced. Entitlements vary by company. Half these intend to offer more benefits to all employees.

Only 15 per cent. run profit-sharing schemes. Share options and share incentive schemes are rare. Half have bonus schemes.

Of the 400 companies surveyed 88 per cent. have a pension scheme and 74 per cent. of these offer it to all employees. Over a middle management, junior management, a quarter of the companies have improved pension benefits since 1973. Most are contributory.

More than three-quarters make provision for death-in-service benefits for all, and in 94 per cent. of these lump sums are paid. Widows' pensions are provided by two-thirds, and dependents by one-third.

BY JIMMY MCGARRY, British Management Survey No. 37, Employee Benefits, British Institute of Management Publications, Management House, 19 Parker Street, W.C.2, £10 to members, £20 to non-members.

Plan to boost jobs for the disabled

FINANCIAL TIMES REPORTER

CLOSER co-operation between the Disabled, announced yesterday, will be able to claim mobility allowance when the upper age limit is raised to 58 later this year. He will introduce an Order soon to cover two age groups: those born on or after January 14, 1921, to claim from June 7 this year, with payments from September 6; and those born on or after December 21, 1919, to claim from September 20 this year with payment from December 20.

Employers are encouraged to do more by the offer of grants to cut the costs of making adaptations to premises and equipment to enable disabled person to be employed or re-employed.

A further inducement is the offer of an allowance for six weeks if employers give a selected disabled worker a trial under the temporary job introduction scheme.

• Mr. Alf Morris, Minister for Employment and Training Services for Disabled People, Manpower Services Commission, 165 High Holborn, London, W.C.1.

Chemical industry seeks better engineers

By Ray Daffey

THE CHEMICAL industry is concerned about the quality of engineers recruited by chemical manufacturers and the process plant industry.

In evidence to the Finnieston Committee of Inquiry into the engineering profession, the Chemical Industries Association says it hopes that the quality of recruits will improve as the status of the engineering profession rises, attracting higher standard school leavers into the profession.

The association concludes that more and better technical engineers are needed by the chemical industry, particularly as processes are becoming more complex.

About 25 per cent. of the engineers recruited each year by chemical companies were engineers who were "good, but not outstanding."

The association refers in its report to the lack of adequate courses, the fact that professional institutions now make it more difficult for technician engineers to become members, and the low-level effort of industry in general to attract school leavers into the engineering profession.

The U.K. chemical industry, with annual sales of £10bn., is heavily dependent on engineers. It employs 14,000 degree engineers and 8,800 technician engineers out of a total workforce of about 40,000.

It points out that as a big investor in capital projects worth £1bn. annually over the next three years it is also dependent on the equipment supply and plant construction industries, both of which are large employers of engineers.

Ferry record

CAPACITY ON Sealink's Harwich-Hook of Holland service was stretched to the limit last year when a record volume of traffic was carried—150,000 more passengers and 13,000 more cars than in 1976, a growth of 15 per cent.

The site is on the East side of the existing railway station, a

Airline backs new Gatwick airport runway

By Michael Donn, Aerospace Correspondent

BRITISH CALEDONIAN AIRWAYS, the biggest operator at Gatwick Airport, South of London, doubts whether the Government's plan to boost Gatwick's traffic to 25m. passengers a year can be achieved on a single runway—as suggested in the recent White Paper on airport policy—and believes a second runway will be needed there eventually.

Mr. Alastair Pugh, deputy chief executive of British Caledonian, told a Royal Aero medical Society meeting in London that a second runway at Gatwick costing £10m. to £20m. does not seem an "impossible price to pay" for an airport required to handle 25m. passengers a year.

British Caledonian's view is that any airline using Gatwick must consider the possibilities of the single runway at the airport being put out of action by an accident, or bad weather.

However, persuading the arguments might be for politicians with "one runway" in British Caledonian's view, "operate horse sense says that a second runway is most certainly going to be required."

Mr. Pugh pointed out that encroachment on the land available for a second runway at Gatwick had already taken place but a immediate half should be safe and the required land sterilised in anticipation of the day when what is now obvious to airline operators becomes obvious others as well."

Hotel plan

Mr. Stanley Clinton Davis, Parliamentary Under Secretary of State for Aviation, said that greater use of Britain's airports had to be accompanied by further controls of aircraft noise.

Pointing out that there are conflicting interests—the need for a vigorous and expanding aviation sector and the environmental needs of people living near airports, Mr. Clinton Davis said the Government's task is to balance these—which is easy.

What I think the aviation industry must recognise is that enable it to expand, to have more intensive and sensible use of airports, a price has to be paid if the confidence of people representing those affected by noise—local authorities, MPs and environmental groups—is to be won over to accept this development. This is our objective. I believe it to be a reasonable one."

• The British Airports Authority is seeking offers for developing a 600-room hotel on a 72.5 acres site at Gatwick Airport.

The site is on the East side of the existing railway station, a

it is intended that the hotel should be directly linked with the terminal buildings. It is the authority's view, would make the hotel the most important to serving the airport.

It said yesterday that it is advertising the site and seeking a suitable developer to build a new hotel. The cost of the project was not yet settled, it was bound to be several million pounds.

This announcement appears as a matter of record only.

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1980 : 4,364,000,000 F

1981 : 4,632,000,000 F

1982 : 4,900,000,000 F

1983 : 5,168,000,000 F

1984 : 5,436,000,000 F

1985 : 5,604,000,000 F

1986 : 5,772,000,000 F

1987 : 5,940,000,000 F

1988 : 6,108,000,000 F

Curb is sought in bogus bargains

BY JOHN LLOYD

Editor Goodman, Consumer Affairs Correspondent

OF MISLEADING bargain claims such as "up to 40 per cent off" should become a coal offence. Mr. Gordon, Director-General of Fair Trading, recommended yesterday that such claims should put an end, he said, to a wide range of claims used by retailers, and that many companies must again be required to describe their products.

recommendation, submitted to Mr. Roy Hattersley, the Secretary, is the first section two of the Fair Trading Act, and would need legislation to implement

is likely to be followed by proposals for tightening on use of price comparisons with manufacturers' recommended prices.

recommendations are to be dealt with as part of the Government's general of the Act. This is not expected to result in new legislation for at least two years.

esterday's recommendations are contained in a consultative document by the Office of Fair Trading three years ago.

options

specific types of claim have been banned. Value claims, "Worth £30, only £16.75," comparative retail price claims, savings against previous price elsewhere, as "50 per cent off High Street prices," those taking vaguely of "up to a certain level" to 45 per cent off fare."

Bennie has recommended exceptions for claims in his Office's view helpful rather than confuse

a trader could continue

one week's prices another's, and compare his with a competitor's, if this was true. Factual claims, savings by buying in could also be permitted, and sheer puffery like "knowingly underpaid."

Trade Descriptions Act deals with some aspects of leading pricing.

Bennie said that all the which he had recommended had a commendable justification, that their mean- d. justification were not for the consumer.

Department of Prices said studying the recom-

Gas pricing quarrel flares up again

BY JOHN LLOYD

THE DISPUTE over pricing figure of 1.9p per therm quoted solely to bargain hard with its suppliers, especially the Coal

Board, since it meant that all price increases were immediately passed on to the customer.

Friction between the Parliamentary Select Committee on Nationalised Industries

Mr. Glynn England, chairman of the Board, told the committee that gas prices should be brought more into line with electricity prices. At present, the prices did not reflect costs to be incurred in future gas production.

British Gas, however, accused the electricity industry of using "misleading figures" to support its arguments that gas prices should be raised.

Mr. England's comments were in line with those made last week by Sir Francis Toombs, chairman of the Electricity Council, during the second meeting of the Energy Commission. Both agreed that the cost of producing gas is about 1.9p per therm, while the cost of producing electricity is about 8p per therm.

British Gas said yesterday: "The average price of gas to day as it arrives at our terminals is considerably higher than the a weakening of the Board's re-

quested in his forecast in his evidence to the committee that the Generating Board would merely break even this year after making a profit of £150m.

More than £100m. of the forecast drop in profit is due to a change in the methods of accounting, from depreciating assets on the basis of historic costs to depreciating them on the basis of current costs.

Questioned on the fuel cost adjustment system—a Generating Board mechanism by which it evens out the rate of price increases in bulk supply to area electricity boards—Mr. England said that the Generating Board was moving towards a new site agreement with contractors, in an attempt to avoid protracted labour problems of the kind which have beset the construction of the Isle of Grain station.

The agreement would include arrangements whereby the various construction unions matched their pay settlement

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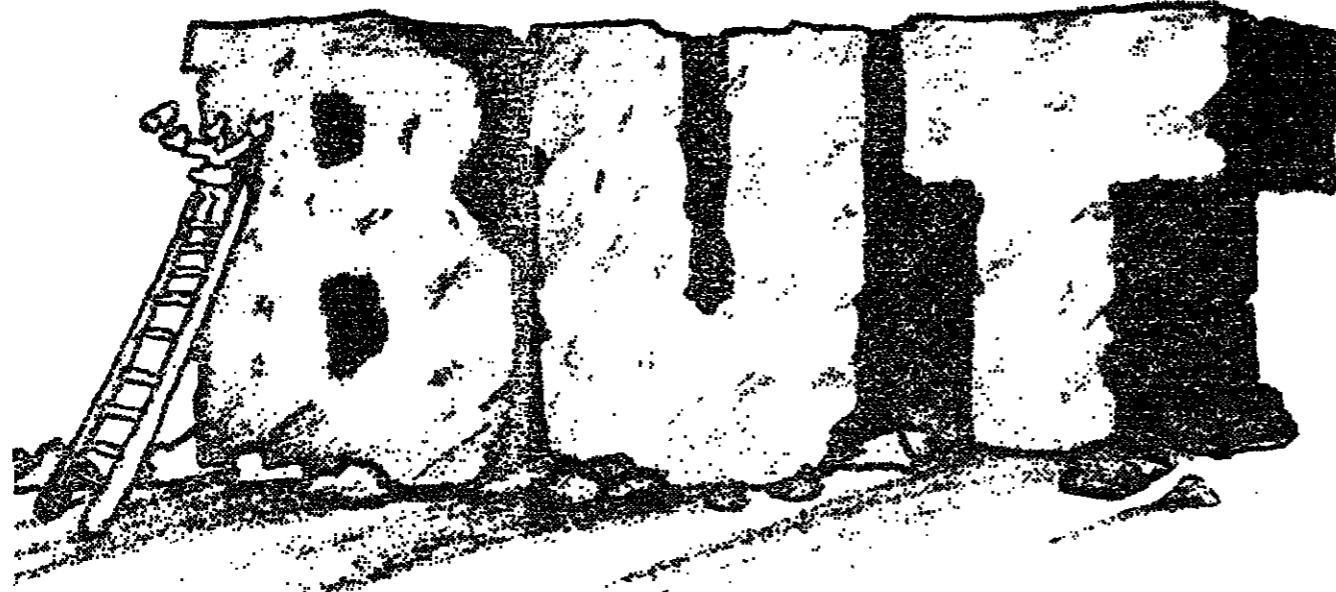
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"...total results of foreign operations were about equal to those of a year earlier,



after translation to U.S. dollars, their earnings contributions declined significantly and accounted for the major portion of the decrease in consolidated earnings."

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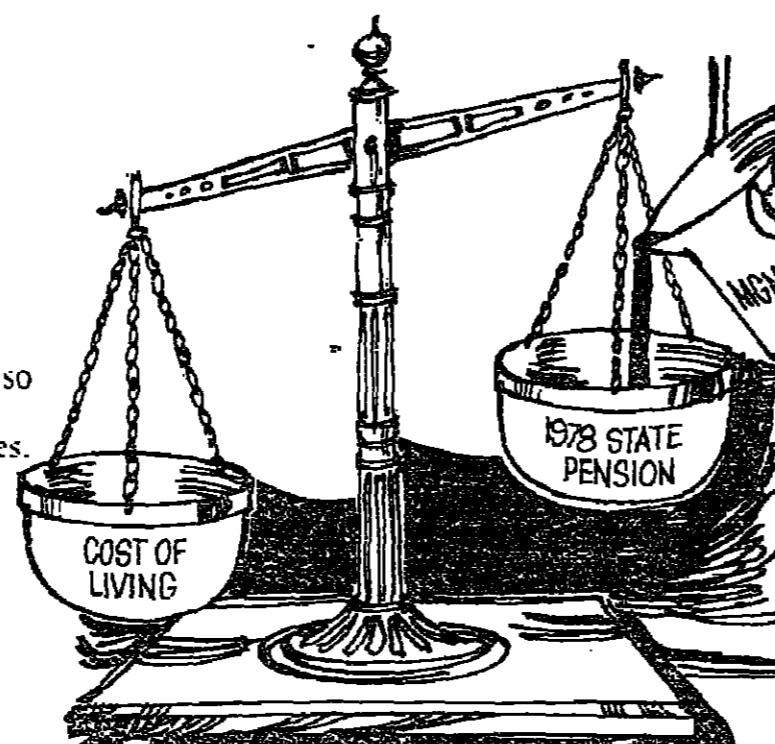
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PT 2

HOME NEWS

AC Delco to launch long-life battery

BY TERRY DODSWORTH, MOTOR INDUSTRY CORRESPONDENT

AC DELCO, the automotive components subsidiary of General Motors, is to launch in the European market a maintenance-free battery which is claimed to offer a lifespan of 300,000 miles in service.

The Freedom battery, which has been used extensively in the U.S., has been launched in the U.K. well ahead of any rival products from AC Delco's competitors, such as Chloride and Lucas.

These companies have similar products under development, but have not been convinced so far that the market is ready to take maintenance-free batteries, which tend to be more expensive than the traditional type.

Both Chloride and Lucas said yesterday that they had no immediate plans to launch a maintenance-free unit.

AC Delco's development of the Freedom product, which was

carried out in the U.S. was undertaken partly because it was losing replacement sales to cheaper batteries.

The maintenance-free unit was designed to give the company a firmer grip on the market. It is reckoned to last longer than the traditional type, which means that Delco can aim at eating into the secondary market from its strong position as an original equipment manufacturer.

Delco's primary effort in Europe will be with commercial vehicle batteries. It plans to cast factor in running a commercial vehicle fleet.

The battery does not need topping-up, and Delco claims that it is also more resistant to damage from overcharging, heat or vibration.

The system is also completely sealed, eliminating the need for maintenance, which is a heavy cost factor in running a commercial vehicle fleet.

Delco says that every truck and car manufacturer in the U.K. is testing the Freedom battery.

It is covered by a full two-year warranty, and defective units will be replaced free within that period.

This decision suggests that it

Reduced grants bound to hit buses

By Our Transport Correspondent

LONDON TRANSPORT bus and rail services were bound to deteriorate if the Greater London Council stuck to its policy of reducing revenue grants and restricting fares increases, Mr. Paul Garbett, the company's chief secretary, said yesterday.

Mr. Garbett told the Royal Society of Arts, that the main burden of cost-cutting would inevitably fall on bus services, as cuts in underground operations produced little financial benefit.

So far, London Transport had been able to meet the demands of the Conservative administration at the Council by saving £4m. on its budgeted expenditure last year, but there could come a time when general costs could be squeezed no more.

Mr. Garbett defended London Transport against the accusation that delays to buses were mainly caused by staff inefficiency. Figures showed that three-fifths of delays were attributable to traffic congestion and two-fifths to staff or vehicle problems.

Decline

Congestion had worsened in recent years, in spite of an overall decline in the number of passengers entering London during the morning peak period from 1.16m. to 1.07m. between 1973 and 1976. The number of rail passengers increased by 6 per cent, and the number of cars entering the area rose from 113,000 to 125,000 in the same period.

This trend had resulted in a fall in London Transport's traditional business, but the decline had been substantially offset by a 15 per cent increase in operating costs. This had been achieved by improvements in the power units of ageing ferries. Many operators already had new craft to replace even the extended SRN4 was on the drawing board. Designated the BH88, it might be the most acceptable replacement.

Technical development would make it capable of operating or alleviate earlier in Force 9 winds and would solve problems of hovercraft design, have a higher cruising speed, including the ability to operate than the existing craft, but in rough weather. Operating would use only one-third of the power units.

These factors would increase the chances of the British potential of the hovercraft, the military's interest in the Hovercraft Corporation, selling given in the book with data on its increased capacity, SRN4 a number of new craft used by SRN4 on some of the estuaries of the Soviet Union, including Dover in Calais crossing.

Jane's Surface Skinmers, 1978, edited by Ron McLean. Price £15.00.

Shares loss stunned me, court told

By Our Coventry Correspondent

FORMER ENGLAND rugby player Keith Fairbrother, now a businessman, said at Coventry County Court yesterday that he was stunned when he telephone his stockbroker when he held in Spain. It was told that son shares had been sold without his permission.

"I just sat on the beach accounted the loss at £1,000—through no fault of mine," he said.

But the broker's counsel, Mr. Fairbrother could easily have told this advise in buy the shares back, or take similar action on his return to this country. All he did was to stop the cheque covering the loss.

Mr. Fairbrother lost his plan for 1984. The brokers, Smith Keen and Cutler of Birmingham succeeded with a counterclaim for their expenses.

Judge Harrison-Hall said the broker had acted without specific instruction, but did his best in the circumstances.

Mr. Fairbrother of Sunwise Grange, Coventry, a wholesale fruit and vegetable trader, said that he had been buying and selling shares for about five years. He always decided what to do.

Mr. Charles Metty, of the stock brokers, Bremner, Bremner and Author, said he did not sell or buy any shares in his name.

Mr. Metty told the court, he and Mr. Fairbrother were involved in a day-to-day discussions about share dealings. He had discretion to sell or to buy shares in Mr. Fairbrother's name.

Man uses credit card for bankruptcy fee

A FORMER licensee who did not have the £50 he needed to make himself bankrupt borrowed the cash on his Access card.

"It is the first time I have heard of a credit company financing someone to go bankrupt," Mr. Registrar Parbury said yesterday at London Bank.

He disclosed details of £591 and assets of £268. His full examination was concluded.

Financial Times, Friday, 22-12-79

HOME NEWS

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Both Chloride and Lucas said yesterday that they had no immediate plans to launch a maintenance-free unit.

AC Delco's development of the Freedom product, which was

carried out in the U.S. was undertaken partly because it was losing replacement sales to cheaper batteries.

The technology behind the new Freedom battery is based on lead-calcium plates completely free from antimony, which causes water loss in the traditional battery.

The battery does not need topping-up, and Delco claims that it is also more resistant to damage from overcharging, heat or vibration.

The system is also completely sealed, eliminating the need for maintenance, which is a heavy cost factor in running a commercial vehicle fleet.

Delco says that every truck and car manufacturer in the U.K. is testing the Freedom battery.

It is covered by a full two-year warranty, and defective units will be replaced free within that period.

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Babcock merger near

BY MAX WILKINSON

BABCOCK and Wilcox and Northern Engineering hope to complete negotiations for a merger of their boilermaking interests by the end of next month.

Most details are understood to have been agreed for what would be in effect a takeover of the former Clarke Chapman and Galeshead works by Babcock.

The merged company will be called Babcock-Chapman and Babcock has hired Mr. Ron Campbell as managing director designate.

Most of the remaining discussions are expected to be with the unions, which have expressed some alarm at the proposal to exclude a National Enterprise Board shareholding from the company. It is generally assumed that Babcock will have about a 70 to 75 per cent share.

Babcock says it does not see the need for Enterprise Board involvement because of the relatively bright prospect for power station orders.

The unions, however, are concerned that the merger should not lead to the closure or extensive rundown of the Galeshead works. They see the Board as a security against arbitrary action of this sort by Babcock.

Mr. Campbell said last night that the unions had been given an assurance that no major redundancies would take place without the agreement of both major shareholders. This, he said, was just as good a safeguard as an Enterprise Board presence.

Union representatives are considering the proposals and further talks are expected soon.

Hovercraft likely to challenge for ferry routes

BY DAVID FREUD, INDUSTRIAL STAFF

THE HOVERCRAFT is emerging channel route, with passenger as a leading contender for a substantial share of mixed-418 and car capacity doubled to 816 passengers.

Mr. Roy McLeavy, editor, says in a new edition of Jane's Surface Skimmers, published today, that this represented a 70 per cent increase in payload for only a 15 per cent increase in operating costs. This had been achieved by improvements in the power units.

Contracts worth thousands of millions of dollars for the replacement of ageing ferries are now at stake. Many operators now recognise that hovercrafts replace even the extended SRN4 was on the drawing board. Designated the BH88, it might be the most acceptable replacement.

Technical development would make it capable of operating or alleviate earlier in Force 9 winds and would solve problems of hovercraft design, have a higher cruising speed, including the ability to operate than the existing craft, but in rough weather. Operating would use only one-third of the power units.

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Jane's Surface Skimmers, 1978, edited by Ron McLeavy. Price £15.00.

Grant to improve die-casting

THE Engineering Materials which goes into die-casting, Requirements Board is to contribute significantly to the time taken to bring new dies into production and to make more efficient use of die-casting machines.

The scheme will be carried out in co-operation with the Zinc Development Association and its affiliate, the Zinc Alloy Die Casters' Association at the BNF Metals Technology Centre, Wantage. The programme should take three years.

"I just sat on the beach accounted the loss at £1,000—through no fault of mine," he said.

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Jailed accountant 'has not purged contempt'

Megarry, to free him as he could comply with the order. The Judge, refusing to accept his plea, said that no application for his release before next Wednesday would have any prospect of success.

Mr. Fisher had been ordered to submit returns in the case of Richard Arden, of Chelmsford, Essex. He is a partner in a Dr. Fisher and Son of Baker Street.

'Hopes dim' for human rights statement

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

LITTLE CHANCE exists of an agreed final statement on human rights coming from the Belgrade Review Conference on the Helsinki Agreement, Dr. David Owen, Foreign Secretary, told the Commons.

"I would, however, claim that for the first time ever all the countries that signed the Helsinki Final Act have had their record on human rights been examined, criticised and have had an opportunity to respond."

He stood by the position he had taken on human rights when he became Foreign Secretary.

"It cannot be an offence to monitor the progress of the Helsinki Final Act," Dr. Owen added when asked about a report that another Russian was likely to be added to the 17 already imprisoned without trial in the Soviet Union.

Although the Heads of Government of all the attendant States had signed at Helsinki, a number of member-States had not given faculties to people to monitor the Final Act, he complained.

Mr. John Watkinson (Lab., Gloucestershire W.) thought that any final statement that did not include human rights would be "a belated mockery of the Helsinki Agreement."

But Dr. Owen thought a final statement that reflected the fact that member-States could not agree was "better than cosmetic agreement which makes it appear there has been more agreement than there has been."

Mr. John Davies, shadow Foreign Secretary, thought the Government should not be party to such an emasculated statement as to undermine people's confidence in human rights.

Millan expects harder referendum campaign

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

A LAST-MINUTE appeal for the Government's use of the guillotine to throw out the sine on the present Bill had Government's Scottish devolution reduced the proceedings to a political farce. The Bill, was he said, from its "awful consequences" was made by Mr. Francis Pym, shadow Leader of the House, last

Mr. Pym warned that if the Bill was approved, the entire British political system might break down because of the anonymous record of Scottish MPs at eight schedules.

This was rejected by Mr. Bruce Millan, Scottish Secretary, who wanted to know what the Conservative counter-proposals were on devolution.

Mr. Pym also maintained that if the Bill were passed it would be the first step on the path to complete separation for Scotland—a proposition immediately greeted by enthusiastic cheers from Scottish Nationalist MPs.

Throughout his long speech, Mr. Pym had to endure the taunts of Labour and SNP MPs who wanted to know what the Conservative counter-proposals were on devolution.

On this point, Mr. Pym again called for an all-party conference to be convened to work out proposals.

Guillotine

Mr. Pym was speaking as the House commenced the crucial third reading debate on the Scotland Bill. This followed the pernickety discussions on the earlier stages of the legislation which had taken 109 hours spread over 18 days.

In addition, 127 hours over 16 days had been spent last year on the original Scotland and Wales Bill which was withdrawn by the Government.

According to Mr. Pym, the campaign even harder in the

Government believes this clause to be damaging and could have potentially serious political repercussions in Scotland."

But if those in favour of the 40 per cent. clause thought that they had put an insuperable barrier in the way of devolution, they would be deluding themselves.

It would only mean that those in favour of the legislation would

concentrate on the referendum.

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503	1576	2089	3206	4612	5405	6424	7461	8320	9430	10002	10508	11550	12506	13120	14079
504	1577	2090	3207	4613	5406	6425	7462	8321	9431	10003	10509	11551	12507	13121	14080
505	1578	2091	3208	4614	5407	6426	7463	8322	9432	10004	10510	11552	12508	13122	14081
506	1579	2092	3209	4615	5408	6427	7464	8323	9433	10005	10511	11553	12509	13123	14082
507	1580	2093	3210	4616	5409	6428	7465	8324	9434	10006	10512	11554	12510	13124	14083
508	1581	2094	3211	4617	5410	6429	7466	8325	9435	10007	10513	11555	12511	13125	14084
509	1582	2095	3212	4618	5411	6430	7467	8326	9436	10008	10514	11556	12512	13126	14085
510	1583	2096	3213	4619	5412	6431	7468	8327	9437	10009	10515	11557	12513	13127	14086
511	1584	2097	3214	4620	5413	6432	7469	8328	9438	10010	10516	11558	12514	13128	14087
512	1585	2098	3215	4621	5414	6433	7470	8329	9439	10011	10517	11559	12515	13129	14088
513	1586	2099	3216	4622	5415	6434	7471	8330	9440	10012	10518	11560	12516	13130	14089
514	1587	2100	3217	4623	5416	6435	7472	8331	9441	10013	10519	11561	12517	13131	14090
515	1588	2101	3218	4624	5417	6436	7473	8332	9442	10014	10520	11562	12518	13132	14091
516	1589	2102	3219	4625	5418	6437	7474	8333	9443	10015	10521	11563	12519	13133	14092
517	1590	2103	3220	4626	5419	6438	7475	8334	9444	10016	10522	11564	12520	13134	14093
518	1591	2104	3221	4627	5420	6439	7476	8335	9445	10017	10523	11565	12521	13135	14094
519	1592	2105	3222	4628	5421	6440	7477	8336	9446	10018	10524	11566	12522	13136	14095
520	1593	2106	3223	4629	5422	6441	7478	8337	9447	10019	10525	11567	12523	13137	14096
521	1594	2107	3224	4630	5423	6442	7479	8338	9448	10020	10526	11568	12524	13138	14097
522	1595	2108	3225	4631	5424	6443	7480	8339	9449	10021	10527	11569	12525	13139	14098
523	1596	2109	3226	4632	5425	6444	7481	8340	9450	10022	10528	11570	12526	13140	14099
524	1597	2110	3227	4633	5426	6445	7482	8341	9451	10023	10529	11571	12527	13141	14100
525	1598	2111	3228	4634	5427	6446	7483	8342	9452	10024	10530	11572	12528	13142	14101
526	1599	2112	3229	4635	5428	6447	7484	8343	9453	10025	10531	11573	12529	13143	14102
527	1600	2113	3230	4636	5429	6448	7485	8344	9454	10026	10532	11574	12530	13144	14103
528	1601	2114	3231	4637	5430	6449	7486	8345	9455	10027	10533	11575	12531	13145	14104
529	1602	2115	3232	4638	5431	6450	7487	8346	9456	10028	10534	11576	12532	13146	14105
530	1603	2116	3233	4639	5432	6451	7488	8347	9457	10029	10535	11577	12533	13147	14106
531	1604	2117	3234	4640	5433	6452	7489	8348	9458	10030	10536	11578	12534	13148	14107
532	1605	2118	3235	4641	5434	6453	7490	8349	9459	10031	10537	11579	12535	13149	14108
533	1606	2119	3236	4642	5435	6454	7491	8350	9460	10032	10538	11580	12536	13150	14109
534	1607	2120	3237	4643	5436	6455	7492	8351	9461	10033	10539	11581	12537	13151	14110
535	1608	2121	3238	4644	5437	6456	7493	8352	9462	10034	10540	11582	12538	13152	14111
536	1609	2122	3239	4645	5438										

FINANCIAL TIMES SURVEY

Thursday February 23 1978

SCOTTISH BANKING and FINANCE

The vast majority of the banks in Scotland have moved in during the last few years attracted by oil development. Although competition has reached a level never before known, the performance of the Scottish economy remains sluggish and this year looks like being a tougher one for the banks.

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they
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Permanent
Correspondent

Scottish banking scene has begun with the opening of new offices by a leading bank (Lloyds) and the next place on the expansion map. Once the first names were established, the ball kept rolling under its own momentum.

same way as 1977-78 and, come to that, Multiplier

the only remarkable that the trend con-

The vast majority of banks have come in during the past few years, attracted obviously by oil development and the full banking services multiplier effect it has had on the rest of Scottish industry, but offices of the three arriving nonetheless in a period

Bank of Scotland, the growth rate has been declining towards the U.K. further 37 merchant average.

Indian and foreign Competition has increased to representative offices a level never before known, even

houses, some in the heyday before rationalisation to many more now when there were as many Scotland which are going

or two separate different coloured banknotes as there were Scottish banking patch.

And this list does not include houses. There is little doubt that the official and semi-official that the newcomers have forced sources of industrial finance the local banks to smarten up like ICFC, the Scottish Development Agency, the Highlands and Islands Development Board and the rest.

Edinburgh is not yet Hong Kong, but like that city it has

become one of the fashionable places in which to establish an office. Some of the recent arrivals, like the Americans and the London merchant banks,

have the added reason that many of their existing customers are now in Scotland, and others like the Hong Kong and

Shanghai, the National Bank of

Pakistan and the Muslim Com-

mercial Bank (these last two both in Glasgow) can offer a distinct service to an ethnic group in the population.

But for many, Scotland is just the next place on the expansion map. Once the first names were established, the ball kept rolling under its own momentum.

But competition is being confined to certain well-defined areas, particularly in the wholesale fields. There are any

number of institutions willing and ready to offer large sums of money to well-known quoted

Scottish companies, the top handful of private firms and subsidiaries of multinationals.

There are fewer prepared to look below this to the middle range of companies with solid performance records.

Similarly, there is intense interest in locations like Aberdeen and Shetland, where oil has meant an almost permanent boom, and less in the traditional industrial areas of

they are very magnanimous in saying that they are not looking for retail business—

that they are not going to take much cash over the counter or hand it out. But the more they advantage in that respect



The Royal Bank of Scotland's Carlisle branch, which was opened in August, 1977.

And there is little real better, because there is no way personal deposits, and it is attempting to take over from the we are making any money out of the moment," said Mr. John Wilson, joint general manager of the National Westminster and Scotland.

After the buoyant period of was practically static.

1976-77 when margins were high and the Scottish economy was up) and services (14.8 per cent.) performing significantly better showed fairly large increases.

last year has been a much less rise from £216m. in 1976, but a drop of 13 per cent. on the first half

from manufacturing industry of last year.

The two major subsidiaries of the Bank, the finance house

falling. "Inevitably, in a continuing inflationary situation, expenses will rise steadily while both competitive influences and official measures place difficulty in the way of recovering the enhanced cost of our services from those who make use of them." Service charges—the subject of this last reference—are now under investigation by the price commission.

The Clydesdale Bank does not report until next month and does not issue interim figures.

Tough

The coming year looks like being a tough one for the Scottish banks, at least in comparison with the last few. Despite some improvement in oil industry activity and the hope that the spring budget will provide some stimulus in the personal sector, the Scottish economy as a whole is likely to remain sluggish for a while.

Mr. Grant Baird, the Royal Bank's economist, is still far from optimistic about the industrial scene. He points out that there is still excess capacity in Scottish manufacturing and doubts if the predictions from Government and industry of a 20 per cent. growth in investment will be reached in practice.

"There will be an upturn in corporate borrowing this year, but it will be slower and lower than most people expect," he says. However, bright spots are oil and the expected rise in real disposable incomes, which could go up by 4 or 5 per cent. in 1978, the largest jump since the early 1960s.

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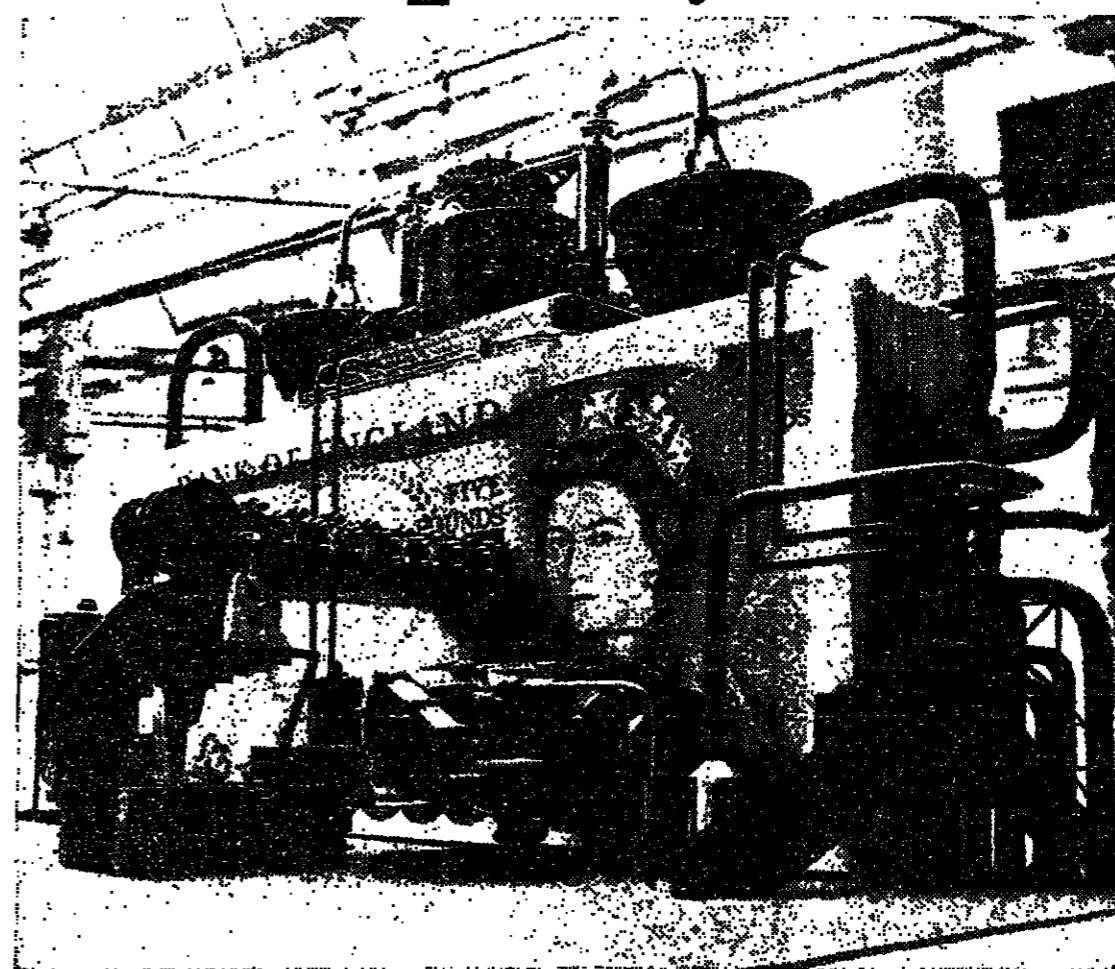


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A Cashpoint terminal—a new service provided by the Royal Bank of Scotland.

Merchant banks enjoy success

AFTER A year in which the Scottish economy seemed, temporarily at least, to have lost its sparkle and be reverting to its pre-oil relationship with the rest of the U.K., it is tempting to take a rather pessimistic view of Scottish management.

Bankruptcies are now running at a rate approximately three times higher than new company formation, redundancies and closures are all too often in the headlines and industrial production is, at best, stagnant. It is too easy to see this as the whole picture rather than the sum of distinctly different parts and to forget that there are geographical areas of the country which are still booming (Aberdeen is still bustling with activity, albeit at a less frenetic pace than two years ago), and even in the depressed areas there are well managed firms which have a proven record of success behind them and are investing.

Aggregated statistics will not give you evidence of that, but the continuing success of those merchant banks working the field suggests that the assertion is true. Although only one Scottish merchant bank (Noble Grossart) has so far reported for 1977, and its experience (for reasons examined later) may not be typical, the indications are that the others have had a satisfactory year.

Part of the reason for this is that the rich vein of middle range Scottish companies—mostly private, although including some of the smaller quoted firms—is not being over-worked. The mass influx of London and foreign banks has for the most part left it alone, preferring to concentrate on the well-known names where published information is available to substantiate a good reputation and local knowledge is not so important.

There is no shortage of funds for a company of almost any size, however. At a time when foreign banks particularly are liquid and demand is depressed, few bankers can afford to overlook any reasonable prospective borrower. But while competition remains strong in the wholesale banking field, it is much less so when it comes to offers of corporate financial advice.

Of the four indigenous Scottish merchant banks, three are working largely in this middle stratum and appear to be doing well in it. They are the British Linen Bank (formerly the Bank of Scotland Finance Company), James Finlay and McNeill-Pearson. To them must be added the name of County Bank, subsidiary of the National Westminster.

Within this group there are obvious differences. British Linen has the largest staff and has on call the widest range of expertise; together with County Bank, it has the ability to offer comparatively large loans and provide other services such as leasing and the placing of equity, in addition to taking deposits and accepting and discounting bills of exchange.

Not so, at least not entirely, so, retort the bankers. Small

January 1977—the last year for the Bank of Scotland Finance—was £1.9m. The indication from the parent bank at the half-way stage was that profits were up, and that is expected to be confirmed when British Linen issues its first report under its new name in April.

During the year the bank has been pushing ahead on all fronts. Loans and leased assets, which were £71m. in 1976, are expected to rise by between 25 and 30 per cent. to exceed £90m. The bank's investment subsidiary, Melville Street Investments, now has a stake in 12 companies—three-quarters of them Scottish—and British Linen has been building its reputation in corporate finance. Its public involvements include the Scotrocs acquisition of the French company Remy SA, Central Sheerwood's acquisition of Photopia (when it acted for the offeror), Aurora Holding's bid for Coltness Group (when it acted for the receiver) and the earlier rights issue by Coltness. It also placed £600,000 for the Glasgow company South Side Sawmills.

James Finlay is not expected to report for a while. Its 1976 figures, published last June, showed a pre-tax profit of £251,000, while McNeill-Pearson achieved a pre-tax profit of £72,000 in the 12 months to March 1977, compared to £12,000 for its first nine months of existence, which ended in March 1976.

Fertile

British Linen is finding the field fertile enough to fuel its growth, although it also wants to develop business outside Scotland. "We are still at the stage where there are enough companies who don't have for

malised links with other merchant banks," comments Mr. Hugh Young, assistant director responsible for corporate finance. "We have not gone out of our way to poach other people's firms when British Linen is firm, and that is expected to be confirmed when British Linen issues its first report under its new name in April.

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Noble Grossart is the odd man out among Scottish merchant banks in that, although it counts private as well as quoted companies among its customers, it has set out since its foundation in 1969 to build up business in the U.K. basis and seen the London merchant banks as its competitors.

Noble Grossart has what it managing director, Mr. Angus Grossart, describes as a "modest banking operation." Assets in the 1976 balance sheet stand at just less than £23m. The bank stock-in-trade is expertise, particularly in the fields of corporate finance and investment management.

We have taken a very clear view that the opportunities for us are in the traditional activities of merchant banking, which are related to the skills of individuals, rather than

It is a policy which has paid off. Pre-tax profits in the 1976 report are up for the ninth year in succession and have exceeded £1m. for the first time.

In his statement Mr. Grossart comments on the irony that much of the bank's business, now in London, in contrast to the predictions when Nob Grossart started that there would be no future for a Scottish-based merchant bank because no Scottish companies would be

Ray Perma

Ample funds for good borrowers

A SIGNIFICANT part of the businesses, including some new, mostly manufacturing, Scottish clearing bankers' evidence to the Wilson Committee's track record now have a number of new names. In 1976, for example, 18 extant firms were taken up by refuting the alternative sources of finance. Last year, NGL sold its claim that the institutions were such as the Scottish Development Agency with its separate County, Aluminium, to too profit-conscious in their small business division. The holding company, Seistrust, will support for industry. At the Highlands and Islands Development Board, if the business is £500,000.

In the same time, they admitted to some "defects or gaps" in the system, particularly in respect of smaller, unquoted businesses and advice on obtaining finance.

In the Grampian Region, the North-East Scotland Development

subsidiary of the British Linen Bank which itself is owned by the Bank of Scotland. It has invested around £5m. in enterprises, one of which is South Side Sawmills, Glasgow.

The company is one of Britain's largest soft-drink distributors, with a turnover of £11m. in 1976/77 and is year one of the year share capital was placed by British Linen (then called the British Linen Finance Company).

For example, a textile business, institutional investors, which was started by two brothers in their early twenties eight years ago, with backing from Noble Hall, fashion, which Grossart Investments has given a healthy contested acquisition of workers at their South African factory. The company's major Scottish investment is a factory in South Africa, with both assets and annual turnover well over £1m. The company's pension funds are now £1m.

Noble Grossart Investments, a quoted company, says its subsidiary of the merchant bank, Mr. Bruce Patullo, has invested £1m. in the company, the dimensions

Handful

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SCOTTISH BANKING AND FINANCE III

Record year for the insurers

SCOTTISH life companies with fixed loadings for expenses have been a dominant force in the U.K. market. They have managed to keep expenses within a relatively narrow band, set by inflation, and have not had to hold back profit to policy holders' unfairly. Most recently, Standard Life, Scottish Widows and Scottish Equitable have been among the most efficient and Scottish companies have a record of getting business from insurance brokers, and do not have an expensive direct sales staff organisation.

Equities

The Scottish life companies have in the main kept out of the growing unit-linked market, preferring to stick with the well-tried conventional savings products. Scottish Widows has operated a linked contract, based primarily on equities, that has been a leader in its field. Scottish Equitable has operated a unit trust and has a savings plan and a bond linked to this trust. But no company has gone fully into the linked sector offering products based on a variety of funds—equity, property, fixed-interest, cash and managed. This is in contrast to many English-based proprietary life companies which have launched out into this field last year. No doubt the fact that almost all Scottish companies are mutual ones, that is owned by the policyholders, has much to do with this holding back.

The general pattern of new business for Scottish life companies during 1977 was one of consolidation after two successive years of rapid growth. But then this was the overall pattern of life assurance sales last year. Individual business was generally slack and group pensions business was marking time ahead of the implementation of the new State pension scheme for April.

Standard Life, the third largest pensions company in the U.K. after Legal and General and Prudential, saw only a marginal increase in group pensions business last year with the increase coming mainly from upratings of existing benefits due to salary increases. But it is expecting 1978 to be a year of growth in this area as companies contract out of the new State scheme. The company was ahead of the field in its documentation with the result that its clients were getting their schemes approved for contracting out with a minimum of fuss.

Scottish Widows had a similar experience in group pensions business and other companies recorded little growth, although Scottish Amicable had a 13 per cent rise in new premiums. The main areas of growth last year were in executive pension schemes and pension plans for the self-employed. In this latter area, Scottish Amicable, a leader in this sector, experienced a rise of over 300 per cent with its new contract Flexipension and it had a growth of 30 per cent in executive pension business. The companies have not yet appeared, all indications are that they to invest heavily in 1978 with much more in new equity purchases. The life companies are well prepared for flexibility and now yields also rise into equity business. The companies have

companies have been without exception made substantial increases in bonus rates for this type of business, the latest being that by Scottish Mutual.



Norwich Union House, St. Andrews Square, Edinburgh.

The experience of Scotland's only domesticated composite insurance, General Accident, for the first nine months of 1977 shows that it is recovering from the bleak results of 1975 and that 1977 should be a far better year than 1976—and full results for 1977 are due out next Wednesday. But the recovery has not been as good as was expected at the half-yearly stage. The group is the largest motor insurer in the U.K. and the number of claims rose sharply over the period under consideration. The market is looking for pre-tax profits £60m., compared with £42.6m. in 1976.

This recovery reflects the better economic conditions in the U.K. and the U.S. with inflation rates coming down from the high levels of 1975. The outlook for this year is good and the experts feel that the next downturn in the trade cycle for composites will not be nearly as severe as previously. The prospects for GA look good in the short term.

The Scottish insurance industry has made its apprehension known over the devolution proposals. Mr. R. E. Macdonald, general manager of Scottish Mutual and the immediate past chairman of the Associated Scottish Life Offices, has warned of the dangers of putting financial barriers between England and Scotland. The life companies have 80 per cent of their business outside of Scotland and much more of their investment portfolio. Financial separation could have severe consequences on their business and hints have been dropped that they might remove their head offices to England.

Eric Short

CONTINUED FROM PREVIOUS PAGE

applicants for Stock debut at every convenient listing. As the capital opportunity longer provides funds for English businesses, they Development Board differs from SDA in that it may provide merchant banks as well as loans for industry: in 12 years to the end of 1976, it was involved in 85 enterprises at the time of £1.6m. In 1977, the Scottish clearing banks themselves point out rather plaintively that a sizeable proportion of facilities offered to industry, overdraft as well as term loans, are not taken up.

According to the evidence to the Wilson Committee, their leading commitments to manufacturing industry between May 1975 and February 1977 increased by almost 15 per cent, from £670m. to £770m.; yet actual lending was virtually static, rising by only £8m. to £428m.

The reasons for industry's reluctance to invest, the banks say, should be laid at doors other than the banks: inflation, currency changes, Government policies, taxation, poor regime on capital, etc.

As if to underline the banks' concern for the financial needs of smaller businesses, Sir James Blair-Cunningham, chairman of the National Commercial Banking Group (which includes the Royal Bank of Scotland) went on record recently as saying that "special regard" would be paid to the needs of such businesses "whose success is so important to the well-being of the economy."

That there seems to be no shortage of finance in Scotland is borne out by successive CBI trend surveys which give this particular obstacle to growth a very low priority.

Indeed, the Scottish clearing banks themselves point out rather plaintively that a sizeable proportion of facilities offered to industry, overdraft as well as term loans, are not taken up.

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Could it be that too much money is chasing too little enterprise?

Andrew Hargrave

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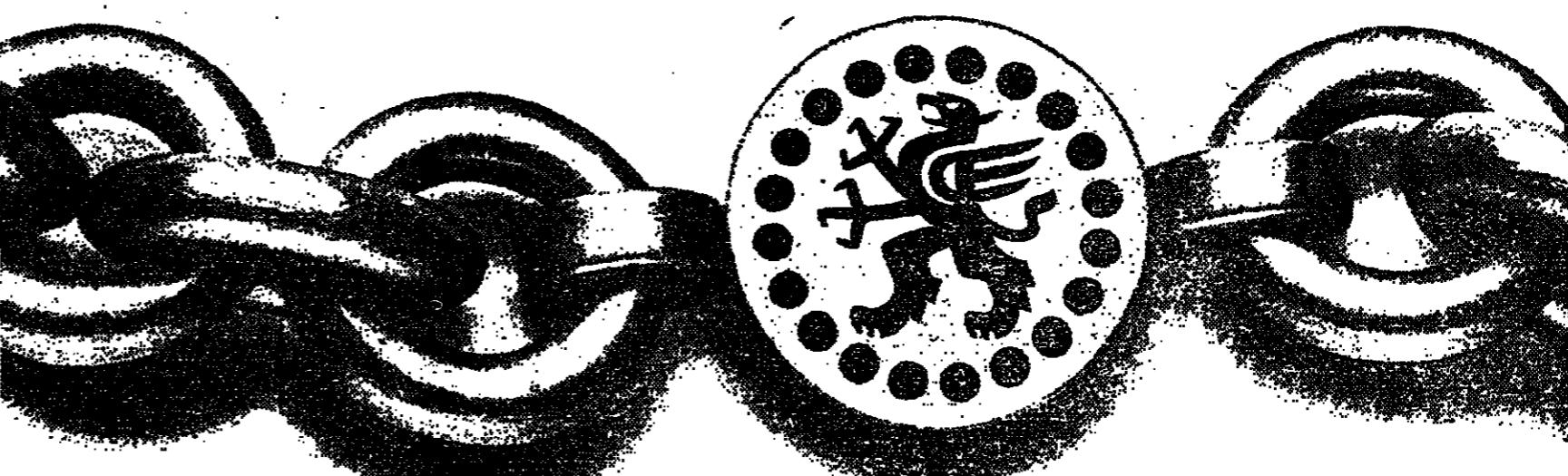
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SCOTTISH BANKING AND FINANCE V

The Big Four
rush north

THE arrival of Lloyds before opening in Edinburgh in the London clearing last November, a lesser, subsequently established, subsidiary, may have been the fact that Clydesdale, alone of the four major clearing banks, has its head office in Glasgow, while most of the other financial institutions are now altogether 25 such banks in Scotland.

National Westminster, the one officially that the first of the Big Four to arrive, had, just under 25 years ago, had an additional reason to locate in Scotland. It was the only one without a 'state in' a Scottish clearing as, apart from the Midland/Clydesdale partnership, Barclays has a 35 per cent. holding in the Bank of Scotland and Lloyds a 16.4 per cent. one in the Royal Bank of Scotland.

Sir Jeremy Morse, of Lloyds, went so far as to say that "even a greater Scottish independence of the rest of the United Kingdom would be fully compatible with the maintenance of the close economic and links, and with their extension to the rest of Europe."

ENSIVE

These reasons lurk an tacitly admitted one. Scotland is certainly as well to "provide customers from a world of be-lenders, rangers, etc. from the USA, France, Switzerland, Middle and Far East, nation the increasing Scottish banks. This perhaps most in of Midland's decision to Edinburgh. Midland's subsidiary in the Clydesdale Bank perhaps explains the profile it had adopted



Exterior of Clydesdale Bank International Headquarters, St. Andrews Square, Edinburgh.

LSTS

CONTINUED FROM PREVIOUS PAGE

Edinburgh and Dundee may have helped address the imbalance, present chairman of the Association of Investment Trust Companies, Scottish takeovers and battle for control of is contributory factors of the discount on net asset values over months to the end of from 45 per cent. to a total value of about a drop in discount a paper appreciation and was as beneficial influence as most investment strategies (talking of a whole).

early to say with any certainty what is the state of health of the investment trust sector, sports for 1977 have started appearing, but be surprising if many better than satisfactory ice when they are

in the U.K. equity as picked up slightly in the last year, while overseas markets are experiencing a lean year, has been particularly the U.S. where Wall Street is on the decline in 1976 and it is to be seen that the relatively investment placed in Japan was also reduced from 8 to 15 per cent. because it was considered that the high valuation of Japanese shares was not justified. Managers have tried to

LEADING SCOTTISH TRUSTS

	Total assets less current liabilities (£m.)	Net asset value nominal (p)	market (p)	Investment Annual dividend currency premium
Alliance Trust	140.0	258.9	267.0	6.35 20.7
Scottish Investment Trust	108.2	113.7	117.5	2.56 10.0
Scottish Mortgage and Trust	104.7	130.3	132.5	3.0 10.7
British Assets Trust	94.8	78.6	84.3	2.2 8.0
Scottish United Investors	88.1	97.8	101.5	2.0 12.7
Edinburgh Investment Trust	84.2	233.1	287.5	6.3 13.3
Scottish Western Investment	66.7	103.9	108.9	3.2 11.3
Scottish National Trust	65.4	172.1	175.0	3.45 13.8
Clydesdale Investment Trust	60.0	83.2	86.0	1.675* 8.0
Monks Investment Trust	52.1	58.9	59.6	1.4 4.6
Scottish Northern Investment Trust	51.7	117.9	126.1	2.8 6.0

* Applies to Ordinary/A. Ordinary shares only. Scottish Eastern has yet to report.

Source: Association of Investment Trust Companies.

foresee the worst effects by transferring assets from the U.S. to the U.K. The Baillie Gifford managed Winterbottom Trust (one of the earliest to report for 1977), for example, increased the proportion of investments held in Britain from 41 to 53 per cent. over the year, largely at the expense of U.S. holdings, although the proportion of Standard and Poor 500-share Index of U.S. equities, which was magnified to around 16 per cent. by exchange rate movements and the dollar premium, increased by 6 per cent. to £616,000, and the value

of total net assets rose by 7 per cent. to £14.2m.

Reviewing the year, Mr. S. A. Field, chairman of Winterbottom, comments that the rise of 62 per cent. in the FT Actuaries All-Share Index and of 27 per cent. in the FT Government Securities Index were to a considerable extent offset by the fall of 7 per cent. in the Standard and Poor 500-share Index of U.S. equities, which was magnified to around 16 per cent. by exchange rate movements and the dollar premium, increased by 6 per cent. to £616,000, and the value

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Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

• TEXTILES

Spins fine counts

THERE ARE many rotor spinning machines being built in the world to-day, most of which are European. The system of rotor spinning is an alternative to ring spinning of textile yarns and it has the advantage of being able to produce packages of very much greater size than is possible with the classical ring frame. These yarns, while being weaker than those that are ring-spun, have a very much improved regularity.

A new second generation, rotor spinning machine has just been introduced in West Germany by W. Schäfhorst and Co. (British agent: B.L. Engineering, 5, Acres Lane, Stainbridge, Stockport SK18 2LY, Tel: 061-303 8381). The new machine operates on cotton-length fibres and has rotor speeds of 60,000 to 80,000 r.p.m. It is claimed to be specially suitable for spinning fine counts while most competing machines are largely confined to medium to coarse count yarns.

The machine is built in sections, each with 24 spinning posi-

• MACHINE TOOLS

Costs cut by tape control

STANTIAL SAVINGS are being achieved in production costs at Cameo (Machinery) following the installation of two Richmond two-inch NC drilling machines.

The company, which is at Letchworth, Herts, makes a wide range of bindery equipment, including a fully automated stitching, gathering and trimming machine. It also produces paper folding machines, guillotines, slitters and rewinding equipment.

Many of the components have

been solved by the installation of a specially designed automatic Vaqua D production, and is also built as cleaning plant, built by Abrasive Developments, Norms House, Henley-in-Arden, Solihull, West Midlands (0364 2231).

Capable of handling a maximum load of 30 cwt, the cleaning plant incorporates steam heating. Maximum efficiency is achieved at almost 100 degrees C—the temperature varies as a typical load of eight to ten dies acts as a substantial heatsink.

This can accommodate a range of workpieces with easy change over. Capabilities of the machine are such that a 42-tooth spur gear with an outside diameter of 22mm. (8.7 inches) and face width of 38mm. (1.5 inches) can be cut using automatic double cut cycle with automatic feed between cuts, in total cycle time of 5.5 minutes.

A 20-tooth steel (EN 351) gear with outside diameter of 140mm. (5.5ins.) and face width of 92mm. (3.5ins.) can be machined using the double cut method in a total cycle time of 11.1 minutes. This on a machine fitted with automatic loading equipment.

Charles Churchill, Shifdon Road, Blaydon-on-Tyne, Tyne and Wear, NE21 5AA, 069-425 2133.

• PROCESSING

Cleans the forging tools

GRAPHITE is used in die forging to lubricate the component as it is formed. It remains as a burton coating on dies, bolsters and holders, which has to be removed before inspection and resinking.

A GKN Forging company, Garringtons, of Bromsgrove, used to clean the forge tools

introduced to the machine tool off at 450 degrees C. and bush

General, DEC, Univac, Hewlett

Packard, CDC and Interdata

and plot data from serial and parallel inputs.

Controllers are available to link the 1640 to IBM, Data

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processors.

The 1640 plots to a resolution of 160 dots per inch. Standard is the facility to produce a reverse image of white on black as well as black on white.

Like all Versatec plotters, the

1640 hard copy system operates as a high speed line printer as well as a plotter, printing at speeds of up to 1,000 ipm. The

1640 system will receive, print

and plot data from serial and parallel inputs.

Controllers are available to

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and plot data from serial and parallel inputs.

Because the stirring engine

operates with external com-

position, it can run on all sorts of

fuels, for example, natural gas.

Further from Phillips at

Newbury, Berks. 0635 4321.

that the exhaust gases are re-

• ENERGY

Pumping heat into domestic radiators

AN EXPERIMENTAL central heating system which promises a low level is twice as economical as the best existing units to be installed in two semi-detached private houses in Veldhoven, a village near Eindhoven. The system consists of a small gas-fired stirling engine driving the compressor of a heat pump. The refrigerator is in fact a heat pump two parts together perform the same function as a conventional central-heating boiler. The heat system is a combined design of Phillips and OEGM.

The experimental stirling engine is supplied by Phillips. The remaining part of the system and installation in the houses are in the hands of Croon and Co. (subsidiary of OEGM).

From calculations and laboratory experiments at Phillips, it was already known that such a gas-fired stirling engine/heat pump would have about twice the efficiency of a conventional gas-fired boiler. The present co-operative project is intended to gather further technical data required to assess the technical and commercial viability of the system.

In addition to the stirling engine/heat pump, installed in a special housing behind the garage, a conventional central-heating boiler is to be installed. In this way it will be possible to make a direct comparison of the experimental system with the conventional boiler. Running parallel with these field experiments, to be carried out over two or three winters, the laboratory experiments now under way will be continued.

In ten seconds the 1640 will copy an image 9 inches by 4½ inches. There is little reduction in image size in copying; the Versatec copy produced is 95 per cent of the original size. Price per copy is about £15.

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position, it can run on all sorts of

fuels, for example, natural gas.

Further from Phillips at

Newbury, Berks. 0635 4321.

• SERVICES

Analysing top layers of atoms

Hydrovane
Supplying industrial
and consumer gas consumers

Packard Tel: Edditch 25522

• SERVICES

Analysing top layers of atoms

SURFACE analysis services, set up by Loughborough Consultants, can provide aid in a wide range of industries. The service is based on a scanning Auger electron spectrometer installed by Loughborough University Technology and is performed by a comprehensive range of electron-optical equipment within the university. The service is aimed not only at research and development activities but with a turn-round time of under a week, is proving useful in production engineering and quality control.

Commercial attraction of Auger electron spectroscopy lies in its ability to determine the chemical composition of the surface, or three atomic layers, of a sample. This is the region which affects adhesion, discolouration, catalysis, corrosion, wear and many other important processes.

The technique uses an electron beam with a variable energy, at less than 100 eV, to sputter the surface of the sample. The quantity of heat delivered by the beam is about three or four times the mechanical energy consumed. A simple calculation shows that the total energy "incident" plus heat pump is 140 per cent. The heat produced, passing through the wall to the helium, is contained in the cylinder. The piston then expands and forces the piston to move.

Because the stirring engine operates with external composition, it can run on all sorts of fuels, for example, natural gas. Further from Phillips at Newbury, Berks. 0635 4321.

The heat pump extracts heat from the well water. The quantity of heat delivered by the heat pump is about three or four times the mechanical energy consumed. In this way, it will be possible to make a direct comparison of the experimental system with the conventional boiler. Running parallel with these field experiments, to be carried out over two or three winters, the laboratory experiments now under way will be continued.

In the conventional internal combustion engine a gas-air mixture is burnt inside the cylinder to cause movement of the piston. In the stirling engine the fuel is burnt outside the cylinder, the heat produced passing through the wall to the helium. The piston then expands and forces the piston to move.

The heat produced by the system is regulated by the demand by control of the engine speed between 750 and 3,000 rpm. These speeds correspond to a heat production of 8 kW and 25 kW, respectively.

Further from Phillips at

Newbury, Berks. 0635 4321.

• COMPONENTS

Variable speed drives

PLATT Power Transmission will exhibit two new transmission units at the forthcoming IPLEX '78 exhibition to be held at the NEC, Birmingham, from March 13-17 inclusive. They are a variable speed drive unit with variable speed ratings of 5.1 and mechanical variable speed with

drive unit. The "Thyridyne" has been designed for the control of dc motor speed and is available in single and bi-directional regenerative control, in a power range from 0.1-kW-600kW.

PLATT Power Transmission, Featherstone Road, South Oldham, Lancs.

Improvement over the Prime 300 running Fortran applications by using 2K bytes of high-speed cache memory and standard floating point instructions. These features, along with Prime 400 and Prime 500 business instructions that will give the 350 a 200 per cent performance increase in Cobol programs.

All users are given simultaneous shared access to two megabytes of virtual memory. Shared re-entrant procedures execute in a virtual memory that is segmented, paged and protected by multiple rings.

Prime 350 competes with such systems as the PDP-11/70 and PDP-11/70, and the Hewlett-Packard 3000 11 series in the computation and interactive data processing markets.

Further from Prime Computer (U.K.), The Merton Centre, St. Peters Street, Bedford, 0234 65121.

• DATA PROCESSING

Home micro teacher

LIKELY to be just what is needed by those who have a real need to know about, but nevertheless remain baffled by the microcomputer, is a home teaching system from ERA which offers a step-by-step approach to mastering the subject.

Central to the course, which has been developed in Germany by Standard Elektric Lorenz (an ITT company) is a portable desktop microcomputer unit based on an Intel 8080A incorporating a control panel which is used in conjunction with a set of overlays to guide the student through each teaching step.

Known as the MP Experimenter, the system allows knowledge to be accumulated with regard to a hypothetical processor, so that there is no bias towards a particular manufacturer. But later the student can simulate the particular product that he might soon have to work on. Price is £295 excluding VAT. More on 0373 74151.

The instrument serves as a voltmeter, or, using internal integrated circuitry, to voltage conversion as a frequency meter, or, in conjunction with a red screen and facilities for error reporting and fault diagnosis. It is plug-compatible on all small and medium sized 1900 processors from 1901T to 1904S. A fast version for the large 1908A and 1908S is also being developed.

The unit is the first store in a new range based on standard boards, rack and backplane which will be adaptable to many add-on and system applications. Users committing themselves to MOS 19E can thus consider its future installation to a new mainframe when replacement is due.

The memory elements themselves are fast (40 Kbit integrated circuits) in a 16-pin package, of which SRL already has production experience from their use in the MOS 15 memory for the BCL Molecular 18 computer.

Systems Reliability, Marshall House, 24, Rothesay Road, Luton LU1 1QK, Luton 36551.

More on 0582 5111.

• PROGRAM FOR SUCCESS IN CWMBRAN NEW TOWN

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Cwmbran Development Corporation has received most of the problems encountered by industry during and after relocation. Already more than 70 companies have settled here.

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Government grants are available and substantial grant concessions may apply. Details will be provided to firms and the key men within industry can be approached directly.

Modern docks are closest hand and the railway station and main roads link Cwmbran's 50,000 population to the two hours' drive to the major cities of Britain. Birmingham is 50 minutes by road, 45 minutes by rail. The town is also well placed for the major airports of Heathrow and Gatwick.

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General Manager, Cwmbran
Development Corporation,
Cwmbran, Gwent, NP12 1WA, Wales.
Telephone: Cwmbran 67777.

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Position _____
Company _____
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The Marketing Scene

want
ly
I
ceededVolvo's £1m. sticks
closely to Abbott

BY MICHAEL THOMPSON-NOEL

ENAMOURED of what it sees a comment on the creative brand leader. The company has spent considerably on new packaging, and is planning a £1m. national TV campaign, via Masius Wynne-Williams.

Mr Abbott's involvement has switched its £1m. advertising account from FGA/Keeney and Eckhardt to Abbott's own.

It is too well established to offer standard to a classic segmentation in the U.S. recent market where Frank schools mathematics of Rockwood, Ha., has added up a to im- sales of soft drinks and candy bars. He says that for \$1-\$1.50, he could improve 1978.

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Mr Abbott said last night he had firm hopes of replacing Volvo with another car account.

Mr Abbott said yesterday that his new agency had put out approximately £1.4m. in new billings since he joined it last November 21, taking it to £1.6m.

A spokesman for Volvo Concessions said that partly as a result of Mr Abbott's work, sales of its 2000 series, for example, had improved considerably to an expected 1978 sales figure of 21,000. "He understands our business and we understand him."

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Why J and J grew up

BILLED SOMEWHAT grandiloquently as the "most important direct marketing and mail order marketing event ever held in the U.K." Marketing Workshop of the selective response unit at Wembley Wasey, Campbell-Ewald, who Conference Centre on Tuesday, reminded his audience that mail order catalogues in the U.K. continued yesterday and finishes today, has nonetheless provided a relative feast of fast talking.

To-day's three sessions for example, cover sales promotion—an aspect of marketing said to be growing at twice the rate of the advertising business—in industrial marketing and the media scene.

The value a delegate derives from a conference clearly bears a close relationship to the effort he puts into it, although with three sessions running concurrently it is not easy to make a decision which seems to mine the opening day, for example, included sessions on advertising effectiveness, product and packaging design, new techniques in direct marketing and mail order, and international export promotion as well as international PR.

Among the speakers at the toiletries concern. In the U.K. for instance, Johnson's Baby Powder is brand leader in the total talcum market. In Italy, its Baby Shampoo is leader in the total shampoo market, and so on.

There were three main factors which in 1965 prompted J and J to re-position its baby products, said Mr. Mitchell: (1) the growth of spontaneous usage of its products by adults in baby households; (2) changes in the advertising business—in the U.S. sales tax structure which ended tax discrimination between adult and baby toiletry products, and (3) fundamental realisation of the declining U.S. birth rate.

Fortunately, J and J had a range of products to hand which could be positioned in the adult market, although there was no suggestion of a need for product alterations, nor of a change of image.

The results have been dramatic. In the U.S., for example, dollar sales of Baby Oil improved by 148 per cent between 1965 and 1971 and had been improving at a good rate ever since. In the U.K. sales of Baby Shampoo improved from an unmeasurably small level in 1973 to around 5 per cent of total sales by 1976, while Baby Oil had grown by 38 per cent in sterling terms during its test market over the past 12 months.

There were number of case studies on offer at Marketing Workshop, one of the more illuminating of which was Peter Mitchell's account of Johnson and Johnson's considerable success, since 1965, in re-modelling itself principally in baby care products to a fully fledged adult fashion.

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U.S. Domiciled executive, currently responsible for North American subsidiaries of substantial British industrial corporation, seeks similar position but with greater prospects of significant expansion (whether generated internally or by acquisition).

Considerable and successful international experience (North and South America and Europe); multilingual; innovative; and adaptable.

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U.S.A.

GENERAL MANAGEMENT

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Considerable and successful international experience (North and South America and Europe); multilingual; innovative; and adaptable.

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EDITED BY MICHAEL THOMPSON-NOEL

The sales message in a flicker

VIA A NEW division, the Dayark group is in the process of introducing U.K. advertisers and agencies to what it describes as a unique medium for indoor and outdoor advertising display, the Ad-Up Solar Sign, which involves the arrangement of small coloured discs, known as flickers, on to a panel backing.

The flickers, available in 12 basic colours, are manufactured by Japan's Nippon Sheet Glass Company and produce a continuous shimmering effect which is said to give them an edge on conventional poster ads.

The system is already widely in use in Japan and the U.S.

ITV's NET ad revenue in January was £24,795,672, compared with £18,384,461 in January last year, confirming the network's fast start to the year.

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Mrs. Thatcher strikes a chord

BY RUPERT CORNWELL

IMMIGRATION presumably must subside as an issue, at least for a little while, in Britain's current general election campaign. At any rate it can hardly keep up the runaway pace it has made since Mrs. Thatcher first spoke of people's fear of being swamped by alien cultures on TV some three weeks ago. But before anyone assumes that a truce be declared in the higher interest of humanity, it is worth studying for a moment some remarkable evidence unearthed at Essex University on just how potent an electoral factor immigration, allied with its emotional stablemate of law and order, could be.

Maximum pool

We have, in a real sense, been round this course before: in 1970 to be precise, when as now the Conservatives were fighting to dethrone Labour at a time when the economy was starting to look more cheerful and when immigration became a pretty potent sideshot. In a memorable phrase, Mr. Wedgwood Benn said the flag flying over Mr. Enoch Powell's then seat at Wolverhampton looked like the one which flew over Dachau and Belsen. Almost eight years later, Mr. Powell says he was deceived over the Tories' real intentions. Nonetheless, soon after his upset victory, Mr. Heath was pushing through Parliament the 1971 Immigration Act which remains the basis of Labour's policy in Government. And now we hear Mr. Merlyn Rees accusing Mrs. Thatcher of fomenting racial hatred, fiddling the statistics, opening the door to the National Front, and so on. Plus ça change...

But to return to those Essex University findings, which attempt to quantify the votes that the Conservatives theoretically could pick up by hammering away on the two issues. They conclude that the maximum pool for Mrs. Thatcher to scoop in a perfect world comes to over 4m. votes. This staggering figure—one-tenth of the total electorate—is arrived at by adding together the "detachable" parts of the various voting categories at the October 1974 general election. There are, it suggests, 900,000 Labour voters, 1.75m. Liberals, and 1.6m. of those who did not bother to vote last time, who could be lured into the Conservative fold, if the impact of tough law-and-order and immigration talk is sufficient.

Of course, whatever happens, this nice little parcel of 4.25m. votes will not fall into Mrs. Thatcher's lap. First, predicts Mr. Ivor Crewe, a co-director of the project called British Election

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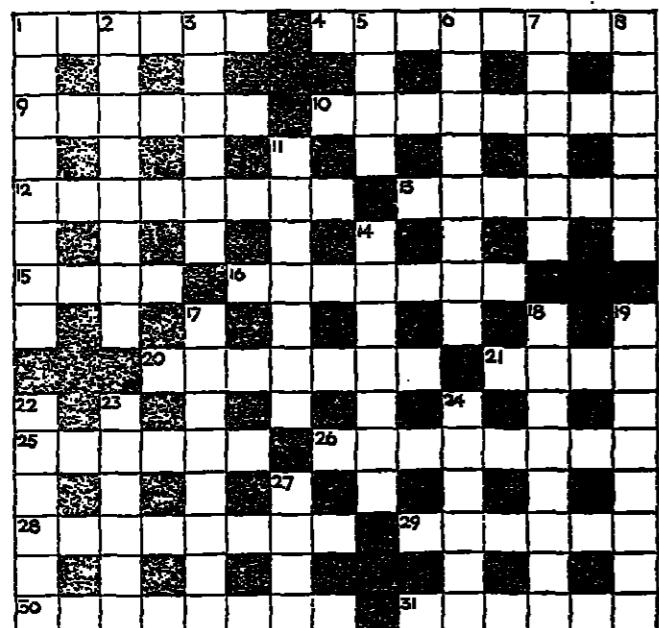
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Indicates programme in black and white.

BBC 1

6.40-7.55 a.m. Open University. 9.41 For Schools, Colleges 12.35 p.m. On the Move. 12.45 News. 1.00 Pebble Mill. 1.45 Trumpington. 2.00 You and Me. 2.36 For Schools, Colleges. 3.00 Children's Wardrobe. 3.52 Regional News for England (except London). 3.55 Play School (as BBC2 11.00 a.m.). 4.20 Witsome Witch. 4.22 Weather/Regional News. 5.05 John Craven's Newsround. 5.05 the following times—

F.T. CROSSWORD PUZZLE No. 3.601



ACROSS

- Dances for bachelors with spirit (6)
- Performer from behind the Iron Curtain becomes editor (8)
- Antipodean at work in the garden (6)
- Illustrates exploits round the river (8)
- He finds the ancient city a collection of infidels (8)
- Object to a little intelligence? That's mean (8)
- The answer that came from the oysters (4)
- After a bathe look to the master for a certificate (7)
- Sarah leaves the South American country for an examination (7)
- Domesticated, thanks to yours truly (4)
- Equip the girl for the Fleet (6)
- Whatever you buy must be in a bag (8)
- Not one of the 12 across (8)
- Whence came two gentlemen to play (6)
- Use nitre somehow for suites (5)
- Sounds sober, but finished the course (6)
- Bird makes Russian socket of course (8)
- Strange ring in American state (8)
- She appears in novel form (6)
- We hear you're in jug (4)

Solution to Puzzle No. 3.600

DOMINGO GOSHAREIS
EDNA HALE
ANTENNATRINITIC
WEERAVIVE
EARNUDUNYWORD
GRONHODGE
FRACRAIS BORDUGH
FTL LHN J O I
SECTION UNITEED
P D N G C H O
OPENING B D O R A L
S L S D D E L O A
S A V A N N A E M T R U S T
D E E T A N G R E
M E R A Y M E W C A T H A Y

The hazards of planning a merger

THE GERMAN Supreme Court's decision on Tuesday to reject GKN's bid for the Sachs Group illustrates the uncertainty engulfs those who dare to pursue cross-border mergers and acquisitions.

The debate over the merits or demerits of the proposed venture for the future development of the two enterprises, for their consumers, and for closer industrial co-operation within the Common Market, were first overshadowed during the pre-election period in Germany by popular hostility directed against the tax freedom of the Sachs brothers—the then Swiss resident owners of the shares GKN wished to buy.

Later the project fell victim to the desire of the Federal Cartel Office to obtain a court ruling on conglomerate mergers. The project suffered great delays in the course of judicial review. First the *Appeal Court* in Berlin rejected the merger, and this week, on the basis of the same facts, the Supreme Court condemned it.

The point is that it is difficult to foresee what view different judges will take when asked, as

West Germans master England in second half

THE WELCOME victory by the England "B" team in Augsburg yesterday gave an added bite and incentive to the full England XI to which they responded well, but after leading for most of an excellent game, eventually lost 2-1 to West Germany, though draw might have been fairer.

Certainly Germany did more attacking, but they were disappointing in the box. Their winning goal came from a direct free-kick which passed a wall that had not been constructed well enough.

England went in at half-time one up from a headed goal by Pearson in the 41st minute. A good move was originated by Wilkins, carried on by Neal and Coppel put over a fine centre.

Strictly speaking England were a shade fortunate to be in the lead, as West Germany had created the best scoring chances. Rummenigge was unlucky to hit the post with a tremendous right-foot drive, which Clemence could hardly see, and the tricky Abramczik had gone close after the ball had been played off by the centre-forward inside the area.

Both teams played calm, pre-

cise calculated football which tested two resolute defences. West Germany were at their most threatening when they counter-attacked after an English move had broken down.

The big difference in style was that the English were inclined to be slower in the build-up and did not usually move as quickly as the Germans, though Keegan, darting here,

SOCER

BY TREVOR BAILEY

MUNICH, FEB. 22

though they appeared to be handicapped by including three natural wingers up front.

After the interval West Germany immediately started to attack, but were held by the back four, and had to rely mainly on long shots.

When England did come forward, Barnes's drilling ability caused problems and Pearson, somewhat surprisingly, often beat his marker in the air.

After Neumann was injured in a tackle with Brooking, Dietz replaced him and England continued to absorb heavy pressure without having to rely overmuch on Clemence because the many shots and headers were well off-target. The best opportunity went to Rummenigge, but he shot well wide.

However, these numerous attacks were eventually rewarded with the goal they deserved when in the 78th minute Worn bet Clemence from the left-hand side of the area with a well-placed shot.

Barnes on the left-wing once slipped the right-back to put across a centre from which Pearson was only inches wide. The overall impression after the first 45 minutes was that England had shown all they had, but that Germany had something up their sleeves, even

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calculated football which tested two resolute defences. West Germany were at their most threatening when they counter-attacked after an English move had broken down.

The big difference in style was that the English were inclined to be slower in the build-up and did not usually move as quickly as the Germans, though Keegan, darting here,

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After the interval West Germany immediately started to attack, but were held by the back four, and had to rely mainly on long shots.

When England did come forward, Barnes's drilling ability caused problems and Pearson, somewhat surprisingly, often beat his marker in the air.

After Neumann was injured in a tackle with Brooking, Dietz replaced him and England continued to absorb heavy pressure without having to rely overmuch on Clemence because the many shots and headers were well off-target. The best opportunity went to Rummenigge, but he shot well wide.

However, these numerous attacks were eventually rewarded with the goal they deserved when in the 78th minute Worn bet Clemence from the left-hand side of the area with a well-placed shot.

Barnes on the left-wing once slipped the right-back to put across a centre from which Pearson was only inches wide. The overall impression after the first 45 minutes was that England had shown all they had, but that Germany had something up their sleeves, even

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A fine Traviata

by RONALD CRICHTON

Traviata. Cotrubas, Milnes/Bavarin, Opera Chor. and Orch. 2 records in box. DG 2870.

Sokolov. The Snow Maiden. Zakharenko, Grigoriev, Moksayev. Sov. Radio SO and Edesoyev. 4 records. Melodiya/HMV SLS 3483.

Deutsche Grammophon. Sings finely cast, sung, could be recorded. This last merely means that the are not and the sound best but that the kind is best for the work in Traviata needs and its intimate treatment, going beyond the second party scene, at (act 2, scene 2), more formal affair than at Violetta's house inning of the opera—in a many producers fail gush sufficiently be two. The grander *Don Carlo*, or *La Boomperegrine* demands wider sound perspe

it must go not only is Hirsch, the director, and to his team, but to the conductor Kleiber, who can sparkly necessary for music (more of it, the later of the two here, the gipsy and imber, fairly crackle delicate but incisive rhythmical outline, as opposed to music. Much of the obtained, by light ver rushed, never lin

it tempos suit the intonations of the voice lets. Meana Cotrubas the admirable artist turns them to strike. These limitations physical, concerned size and weight of the is neither powerful nor brilliant. But erfully she uses a slight suspicion ofiredness to colour a suggest the flush that sick lungs! Of who can hold a large opera house with a thread of deliberately and bins it out, as in *il passato*, and caro "in the last act.



Meana Cotrubas

Equally daring in the opposite

direction is the way she fills out

the character of Amalia, Alfredo

in act 2. But always ever and

above the artist and the sense

of style (which includes some

expressive use of portamento); it

is the truthfulness of the portrait

that makes it so moving.

Domingo's Alfredo has his

usual high standard of vocal

quality and musicianship with

deeper personal commitment

than he always shows in his

spate of recordings. There is

nothing like the individuality

of Cotrubas, yet one is thankful

for a tenor who can support her

so sensibly, who can when re-

quired sing his tone down to her

and yet (as here) the ring his

gambling wins. Violetta)

sing out superbly. The German

père of Sherrill Milnes is ap-

parent, the only reproach being

that, on disc, a voice so clear

in the prime of life and condi-

tion is bound to appear improba-

bly young for Alfredo's father.

What a pity, with such a cast

Mizgir, still in hot pursuit,

appears with the King and

repeats of cabaretas just in

order to pack the recording

lena pledges herself passionately

to Mizgir and fades away. Mizgir drowns himself in the lake. The old King says in effect that it's very sad, but the winters are too long and it's more important to have sun for the crops, and the music builds up into a splendid Russian choral finale.

The tale, which sketches with possibly feigned innocence over some thin ice covering deep pagan beliefs concerning the return of spring, was adapted by the composer from a folk-tale play by Ostrovsky. Rimsky, not much of a libertine—the action ambles along with little feeling for dramatic shape or tension—but the score is filled with an enchanted, endless stream of melody; and orchestral tone-painting. The recording is bright and forward in the rather brash Melodiya way, an unsuitable job compared to the DG Traviata, but not crude enough to spoil the great pleasure to be had from this music. On record the causal way the opera is put together does not greatly matter.

The Moscow cast is strong, almost entirely free from the Russian wobble that worries Western ears. Irina Arkhipova doubles Spring with shepherd Lele (a breeches role). The grand voice is in fine condition, but as recorded here too weighty to be ideal for either character—when she lightens the tone, the effect is captivating. The soprano roles, Snegurochka and Kupava, need singing of a quality (and quantity) that explains why this opera is not given more often. Valentina Sokolik sings her one most expressively for the Snow Maiden's dying raptures. Elsewhere she is agile, glittering, alternately winsome and hard in a way not unsuitable for Frost's daughter—one would like to hear Cotrubas in the role.

The Kupava, Lidiya Zakharenko, provides some of the choicest singing in the set at the end of act one, when the incautious girl, spinning long arcs of melody, appeals to the bees and the hope, and again in the following act when she complains of Mizgir's behaviour to the patient King but is unable to come to the point. Old King Berendey, a character part for tenor with two delicately scored solos, is Anton Grigoriev, mostly effective, sometimes dry. Randy Mizgir is Alexander Moksayev, a robust baritone. This is very much a studio performance with huge chorus—the King's psaltry players alone sound as though they would fill the Albert Hall. Faults and all, worth having.

The London Music Digest had acoustic, had their full measure of sustained, firmly drawn lines in the singing. The slightly-too-English restraint of Alldis's singers matched the mood of the Singer pieces, and it also made for fully cool, precisely etched performance out of Harrison Birtwistle's undemonstrative setting of words from Sir Garcin and the Green Night: highly complex verse, well matched by music of detached, slowly moving logic.

Restraint was less appropriate in Xenakis's viciously powerful *Nuits*, where the violent noises which cut across screaming chords sounded curiously emanated in this well-controlled but unhaunting account: this *echoes* of plainsong fragments, more than imaginatively drawn and rippling a protest piece needs an overwhelming passion behind it in order to convince.

Comedy

Murder Among Friends

by MICHAEL COVENY

This tawdry American "thriller" (about as thrilling as a wet night in Coventry) closed on Broadway after 17 performances. In the States it is currently on the road in four separate productions starring Anne Bancroft, Cyd Charisse, Alexis Smith and Linda Turner. London gets Moira Lister, whose elegant brand of louche, Bawcherite poise survives even the wild disaster of an unzipped shirt in the second act. The producer fled from his box and when Miss Lister dashed downstairs for a gun she was not too fraught to return with the zip unattended.

She was a hair (styled by Patricia at the Cadogan Club) out of place. Miss Lister is plannning to bump off her infatuated actor husband, Palmer Forrester, in collusion with his agent, Ted Cotton (Barry Stokes). But the compliment is returned Ted more than his 10 per cent. A curtain is manufactured for the two men to embrace on the sofa, the horrible New York duplex apartment. The plot concludes with the revelation that the mutually hired assassin, Larry Proslutter (an appropriately wimpy performance by Robert Swales) is none other than the athletic beach boy hired by Palmer to extort money from his wife gradually last summer.

Theatre posters around the walls reveal that Palmer has played opposite Pamela Brown, Deborah Kerr, Eileen Herlie and, in *King Lear*, beneath Judith Anderson (he gave his Goneril!).

This may justify, but in no way

explains why Tony Britton plays

Factor blood and a couple of

look-alike with a Mae West

evening out. Margaret Courtenay is, unfortunately, involved as the



Leonard Burt

Moira Lister and Tony Britton

light relief was provided by a posse from Equity on the pavement outside protesting at the production's recent presentation to segregated audiences in South Africa. Well, at least some people were lucky enough to be able to see it.

The author is Bob Barry and

he is the one piece of accom-

plished work in Roger Redfern's otherwise wretched production.

This is a little bondage, Max

explains, why Tony Britton plays

Factor blood and a couple of

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evening out. Margaret Courtenay

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wife of a theatre producer (Der-

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FINANCIAL TIMES

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Telephone: 01-248 8900

Thursday February 23 1978

Anticipating the corset

THE GROWTH of the money supply during the month to be introduced in the Budget, mid-January turned out to be quite as large as the markets had feared—2.3 per cent. for sterling M3. This brought the cumulative increase for the first nine months of the financial year to an annual rate of 142 per cent, well over the top of the official target range of 9-13 per cent. Yet the news was received with much greater equanimity than news of smaller increases had been received on previous occasions. There seem to have been three main reasons for this calm.

The first was that the Governor of the Bank, the Permanent Secretary to the Treasury and the Chancellor himself had all recently issued explicit warnings against the folly of attaching undue importance to one particular measure of the money supply or its month-to-month fluctuations. The second was that the monetary authorities themselves—and there is a widespread feeling, since the pound was allowed to float, that the Chancellor and the Treasury as well as the Bank regard monetary policy as important—did not seem to be particularly upset by the latest movement. And the third was that certain special factors had clearly been at work. These included the effect of tax rebates, the cost of intervening in the exchange market before the Federal Reserve reactivated the use of swaps, and the sheer difficulty of making adequate seasonal corrections.

Window dressing

For all that, the growth of the money supply has been rapid and, if it continues to be so, the markets could soon become nervous again about the risk of credit restrictions or a rise in interest rates. One of the difficulties at the moment is that they have no clear guidance about the extent to which the authorities will seek to pull the reverse of the growth of sterling M3 for 1977-78 back within the target range, even at the cost of a sharp rise in rates, and how far they will choose to run in the 1977-78 target into the new system of rolling targets.

Canada seeks support

THE Canadian government's almost uninterrupted down-wards since the high point in mid-1975, and has been abroad to help finance the country's external deficit on upward trend in the unemployment rate, which now stands at more than 8 per cent. The wage has not borrowed abroad in and price control programme in the sense that Canada is an innovation. The figures have been well advertised, but there is so far no indication of the depressed state of economy that it points to a change of direction in the main aims of unemployment. The OECD expects the inflation rate to continue to be the reduction of inflation and unemployment (in that order), and the motion of faster growth.

Partly because of its richness in natural resources, notably oil, Canada has enjoyed a strong positive balance of payments on trade account during the past couple of years, and the Organisation for Economic Co-operation and Development forecasts a further strengthening of the trade balance in 1978. But this surplus has been more than offset by an even larger deficit on invisibles, mainly due to outflows on tourism and interest payments abroad.

One of the consequences of this current account deficit has been a sharp decline in the price of the Canadian dollar, despite the inflows of long-term foreign capital, and despite quite heavy intervention in the foreign exchange markets by the Canadian authorities. One of the purposes of the government's foreign borrowing programme is to increase the resources for stabilising the value of the dollar, or at least smoothing out its fluctuations.

Anti-inflation

The broadly-based anti-inflation programme which was launched by the government in late 1975, with a mixture of wage and price controls on the one hand, and curbs on imports of machinery and parts, and will be adversely affected by the depreciation.

The prospects for a reversal of the current deficit, therefore, may depend significantly on a reduction in the tourism deficit with the U.S., where any improvement will in turn depend on a reduction in the Canadian inflation rate.

While the decision to borrow abroad does not signal a change of policy, it should give time for the U.S. rate has been going down.

On the other hand, the trend will in turn ease the pressure in wage increases has been on the Canadian dollar.

The GKN-Sachs case: a bouquet of barbed wire for Euro-mergers

BY COLIN JONES

A first sight the West German Supreme Court's decision to rule against Guest Keen and Nettlefolds' bid for a controlling interest in Sachs, the leading West German motor components group, may seem to suggest that a new problem faces industrial companies considering acquisitions or mergers in Western Europe.

These may well be misleading as a guide to the growth in the money supply for the same month. The connection is never direct. It is likely to be less direct than usual this time because the banks have been seeking to insure themselves against the reimposition of the "corset"—a means of controlling the growth of the money supply directly by penalising those banks whose deposits grow too fast. They have been doing this by altering the pattern of their liabilities to establish a high base-level from which any future curb on growth would begin to operate.

The effect of this window-dressing on the growth of the money supply will be much smaller. The first was that the Governor of the Bank, the Permanent Secretary to the Treasury and the Chancellor himself had all recently issued explicit warnings against the folly of attaching undue importance to one particular measure of the money supply or its month-to-month fluctuations. The second was that the monetary authorities themselves—and there is a widespread feeling, since the pound was allowed to float, that the Chancellor and the Treasury as well as the Bank regard monetary policy as important—did not seem to be particularly upset by the latest movement. These included the effect of tax rebates, the cost of intervening in the exchange market before the Federal Reserve reactivated the use of swaps, and the sheer difficulty of making adequate seasonal corrections.

Rolling targets

It was presumably to discourage distortions of this kind that a Treasury minister announced on Tuesday that, though the corset was not called at the latest movement, it was certain that for at present, it could be removed without notice at any time. The gilt-edged market fell suddenly late that afternoon, and the reason may well have been a mistaken impression that credit restrictions were imminent. The object of the statement, however, was not so much that the corset was available for use if needed but that the base date chosen, if it were reimposed, need not be that of the announcement. There was no point, in other words, in banks seeking to anticipate it by putting up their current base rate. Although the February make-up date is now past, the misleading nature of the February banking figures has been well advertised.

In European terms, too, the merger seemed to have a certain logic: it would have improved the competitive position of a European Community industry in a world market increasingly dominated by U.S. and Japanese groups. Indeed, the European Economic Commission had held that it could see no objections to the merger either under the rules of the European Coal and Steel Community or the wider competition policy provisions of the EEC Treaty.

Yet, after almost three years of delay and uncertainty in which Sachs has had to operate in something of a managerial limbo and which has ended in heavy legal costs for both companies, the match has now finally been ruled out. Unless GKN decides to appeal to the Federal Minister of Economics on "public interest" grounds, which is its right under the German Competition Act, and County Lambdorff, the present Minister, should decide to exercise his prerogative for only the fourth occasion since 1973, then both groups will have to think again from scratch.

SOME EUROPEAN TRANSITIONAL MERGERS

Date	Companies	Countries of origin	Industry
1964	Agfa-Gevaert	German-Belgian	Photography
1969	Enka-Glanzstoff	German-Dutch	Synthetic fibres
1969	VFW-Fokker	German-Dutch	Aircraft
1970	Dunlop-Pirelli	Anglo-Italian	Rubber
1972	Estel (Hoesch-Hoogovens)	German-Dutch	Steel
1975	Iveco (Fiat-Deutz)	Italian-German	Commercial vehicles

Since the creation of the EEC the number of large-scale trans-national mergers has been small and some of those which have taken place have national corporations in strategic sectors of industry. This applies to the computer industry, where Unidata, a joint venture between Philips of Holland and CII in France, has very little to do with antitrust law. The main obstacles have been in nature, the French pharmaceutical companies. At present major European companies seem more interested in making large acquisitions in the U.S. than in take-overs within Europe. During the next few years there may be a trend in Europe towards more joint ventures for specific projects or products, where the partners can achieve economies of scale in particular areas of their business without losing their independence. A report by the European Monopolies Commission, a body set up in 1973 to advise on the whole gamut of competition policy, proposed that powers be taken to force the breaking up of dominant companies and a limit be placed on the industrial holdings of large banks, and the Government coalition parties are now committed to introducing a further Competition Bill in the spring which is expected among other things, to tighten up the present merger notification system. The report also advised that merger control should be applied to the motor industry and discussions along the same lines have taken place between Renault and British Leyland. Some

The reasoning which led the Supreme Court in Karlsruhe to rule against the merger will not become clear until the text of its judgment is released in the course of the next few weeks.

The Federal Cartel Office had originally prohibited the merger in May 1976 on two grounds. It argued, first, that GKN's acquisition of Sachs would add

considerable financial power to Sachs' dominant market position in clutchers and so considerably increase its freedom of action as a competitor. Second, the acquisition would make Sachs a member of an international automotive group and such conglomerate mergers ought to be prevented.

The Federal Cartel Office's attempt to use the GKN/Sachs merger as a stalking horse to strike at conglomerate mergers in general received short shrift from the Cartel Bench of the Berlin Court of Appeal when the companies' appeal was heard at the end of last year. On the other point, however, the Court reached something of a judgment of Solomon by finding in the FCO's favour on the issue in principle but against it in the particular circumstances of the GKN/Sachs case.

The detailed judgment

However, a definitive view on these two issues—and on a further point will have to await publication of the Supreme Court's detailed judgment. The additional point had been revised by the Cartel Office during the Supreme Court's hearing of the GKN/Sachs case. It was to the effect that GKN's quasi-judicial element

can be seen that the Act gives considerable scope to the Federal Cartel Office. Although it operates under the Ministry of Economics and its decisions can be reviewed by the FCO, it is retained in ministerial hands.

This means that the policy will be applied selectively in the light of the Government's policy of strengthening the structure and international competitiveness of French industry.

A similar Bill, requiring prior authorisation of all mergers above a certain size turnover or market share and providing for exemptions, has been under discussion in Belgium. Another

in short, merger policy has been as much a subject of controversy and public debate as the FCO's own judgments.

In Germany as in Britain, even in Sweden, there has been pressure for some form of merger control which will itself need to be rationalised.

Wolfgang Karte, the new president of the West German Federal Cartel Office.

We cannot yet talk of a European Commission in litigation of national mergers in Western Europe, 12 years after the introduction of such a system was introduced in Britain. But the present concentration in certain sectors is now beginning to emerge and it is beginning to add a measure of urgency to the case for making companies more vigorous in their merger activity. Nevertheless, the growth in concentration and the increase in merger activity in Europe has caused widespread concern. A report by the German Monopolies Commission, a body set up in 1973 to advise on the whole gamut of competition policy, proposed that powers be taken to force the breaking up of dominant companies and a limit be placed on the industrial holdings of large banks, and the Government coalition parties are now committed to introducing a further Competition Bill in the spring which is expected among other things, to tighten up the present merger notification system. The report also advised that merger control should be applied to the motor industry and discussions along the same lines have taken place between Renault and British Leyland. Some

Studies commissioned by the European Commission have indicated that the degree of concentration in the German industry is probably the smallest in the Community. But the present

European Council of Ministers has so far been reluctant to take action. Since the European Commission case, it has established a similar power under the provisions of the European Community Treaty for applying mergers affecting in Community trade generally. As

since 1973 it has been present in the European Council for no specific merger control power.

National control

The member governments have so far been reluctant to concede this request. Instead, they prefer to keep under their own national control. But, as the European Commission case, it has established a similar power under the provisions of the European Community Treaty for applying mergers affecting in Community trade generally. As

since 1973 it has been present in the European Council for no specific merger control power.

Exemptions from FCO prohibition can be granted by the Minister of Economics if the companies concerned cannot prove that it will improve rather than restrict competition. The biggest mergers—those involving concerns with aggregate sales of more than DM1bn—need to seek prior approval from the Cartel Office. Others passing the threshold for merger control need only to be notified and published in the Federal Gazette.

It can be seen that the Act gives considerable scope to the Federal Cartel Office. Although it operates under the Ministry of Economics and its decisions can be reviewed by the FCO, it is retained in ministerial hands.

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CHALLENGE CORPORATION LIMITED

INTERIM REPORT TO SHAREHOLDERS

The unaudited results of the Group for the six months ended 31st December, 1977, and the comparable figures for the same period of the previous year, are as follows:

6 months ended 31/12/77	6 months ended 31/12/76
NZ\$23,000	NZ\$23,000
3,421	9,038
781	3,864
2,640	5,174
7	15
2,633	5,159

Group Profit before taxation

Estimated taxation on Group Profit

Less adjustment due to revaluation of trading stock

Less Minority Interests in subsidiary companies

Group share of profits of associate companies (allowing for taxation)

GROUP PROFIT AFTER TAXATION

Profits of surplus assets

£3,020

£7,000

£1,211

£1,211

£1,211

£1,211

£1,211

£1,211

£1,211

£1,211

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ECONOMIC VIEWPOINT

Drifting, despite protest, to salvation

bad January trade figures were received with calm in the markets. The conclusion is that they were the second that a weak economy is not the end of a world of trade and Open surplus. There is indeed quite a real possibility—especially perhaps, if the Labour Party remains in office—that if the world recession continues to produce disappointments on trade and growth, we will become trapped in the habits of the past, and make renewed efforts to bully industry into growth by depressing the economy. This would really be a tragedy and a waste of oil, as I will suggest, the North Sea in a fight imposing on us an escape from an almost entirely mistaken enterprise. It is worth considering, at least, whether we may not now be getting it right in spite of our selves.

Central aim

The two basic theses of the alarmists are either that the rise in sterling has rendered Britain entirely uncompetitive, or alternatively that it is at least threatening to compress profit margins to the point where there will be no finance for the investment which has been a central aim of policy for so long. As a first step, it is worth seeing how well these theses stand up to the evidence. Competitiveness is an elusive measure, as Peter Riddell made clear in a recent analysis in these pages. In the days when Mr. Wilson was opposing devaluation (much against the

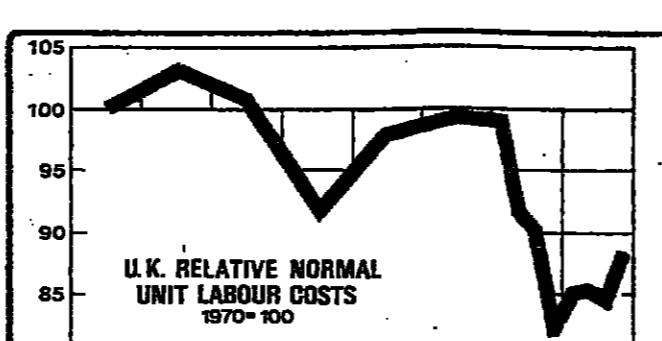
advice of Lord Kaldor) he used to proclaim that British export prices were competitive, ignoring the fact that any price at which business is done is by definition competitive. More recently CBI members have begun to complain of price constraints on export sales, which means that they are noticing that they have to compete on price; but the merchants of the London Chamber of Commerce have said that they are finding strong sterling no problem.

The price measure, then, is probably about as broad as it is long; so the second line of defence is to appeal to anecdote and the trade figures. Certain industries are clearly not competitive—which if they are on strike, or trying to survive the consequences of major errors in design policy, is hardly surprising. Equally, the trade figures have taken on a sinister trend, which is regarded as conclusive.

As a short-run judgment this may well be true, though the seasonal and cyclical factors are so hard to estimate that only the most foolhardy statistician could derive any clear underlying trend of current competitive efficiency—what the Chancellor now calls “industrial performance.”

Even if such a figure could be derived, though, it would only tell us what is going on at the moment. In the longer run, when product mistakes can be rectified and temporary problems solved, we need a measure of potential competitiveness. This must surely be based on real wages and real productivity.

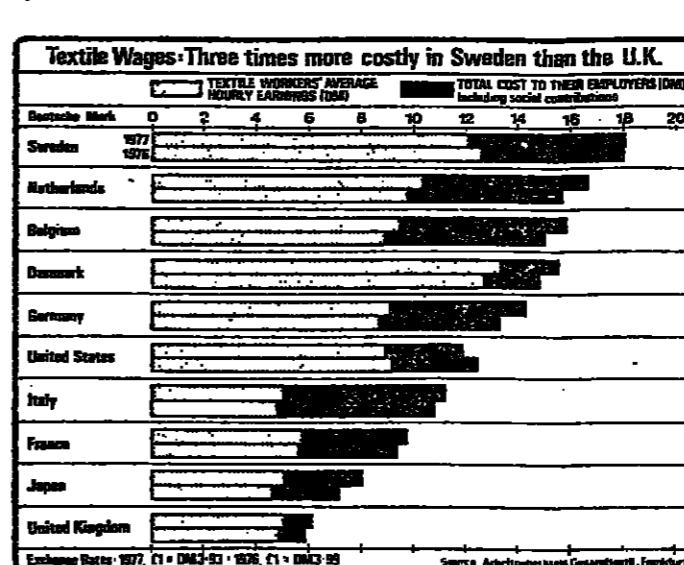
These indicators are summed up in the charts, and need only a minimum of comment from me. The normalised series for wage costs—which is in fact the international standard of



Relative labour costs are defined as U.K. normal labour costs per unit of output, divided by a weighted average of competitors' normal unit labour costs, both series being expressed in a common currency and adjusted for variations in productivity about its long-term trends. The series is calculated by the IMF's Research Department. Figures for the third and fourth quarters, 1977, are Treasury estimates.

indicator of current competitive efficiency in a U.K. operation used by the International Monetary Fund—shows that at the end of last year British labour costs were still historically low. This figure is probably deceptively reassuring, since wage cost inflation—unlike price inflation—is likely to remain in double figures in the U.K. this year (13-14 per cent on earnings, optimistically three per cent on productivity), while running at three to five per cent in most competing countries. This index will probably have climbed to the mid-90s by the end of this year; that it why Mr. Healey is so determined to set a further reduction in wage rates.

This is an index of current competitiveness. For the longer term it is also interesting to see how man-hour costs compare up in the charts, and need only a minimum of comment from me. The normalised series for wage costs—which is in fact the international standard of



Exchange Rate: 1977, £1 = DM3.82; \$1.00, £1 = DM3.90

Source: International Labour Organization, Commodity Survey

ting up more than half the money. This means that investment attracting this treatment need only show half the return of any investment not so treated.

What kind of investment? The Martian tries a hypothesis: Investment tends to show its lowest return in the most capital intensive uses, by the law of diminishing returns, and perhaps in housing; so he would expect to find a preponderance of capital-intensive growth—say chemicals and refining—together with more labour substitution than is justified by wage rates, and an overgrown housing sector.

The figures, he is delighted to find, confirm this hypothesis: but a little further research shows that Government policies have reinforced the inevitable. Regional policy offers extra subsidies for capital-intensive projects, and the tax system is strongly biased in favour of housing. In sum, the U.K. has depressed consumption to encourage low-return capital formation and displace labour.

The remedies suggest themselves: restore the tax balance and aim at steady demand-led growth, with perhaps a stress on labour-intensive (small company) development. That is an excess of investment.

The fact is numerically obvious for a start. Britain has for some years devoted about 11 per cent of GDP to non-housing investment, not very far below the international average; but the growth of output has been less than half the international average. The tax and financial figures provide the explanation. Successive Governments have steadily removed taxes from industry until recently, with 100 per cent first-year depreciation, the Government is effectively putting

Anthony Harris

Letters to the Editor

sector

It is not to be permitted to those raised in Government's pro-accord pay controls and commerce by the pen clauses in and public sector

businessmen and recognise the need to the levels of international trading. In this respect there must be pay settlements that the record of the industry's awareness and its willingness to accede to the proposed are so unfair and is that the sums and penalties that could be expected to

government was to impose these conditions then I vented that the majority of Parliament of all id be unlikely to They give under the absolute discretionary

Secretary of State with no right of arbitration. These ended in that not only current on the subject but papers to be issued

and industrial developers.

It is obvious that industrial developers take a very real risk in committing themselves to the enormous costs involved in commercial and industrial development before they have a tenant lined up. Their profits, when achieved, are totally justified by the service they provide to industries urgently needing to expand or relocate where the time involved in construction is unacceptable.

Mr. Bradley should not assume that the market conditions causing increases in housing land prices are in any way similar to those causing the increases in industrial land prices; the latter being caused mainly by a large number of institutions chasing a small number of commercial and industrial investments; but surely he does not advocate additional Government interference with the natural course of supply and demand.

If banks are lending against over valued assets I should be very surprised indeed as there cannot be many who are totally free of the loss making situations which came home to roost in 1974. I certainly do not know any bankers with such short memories: I wish I did!

Michael J. Pritchard, Commercial Relocation Consultants, Index House, Ascot, Berks.

Fundamental tax

From Mr. J. Slater.

Sir—The deep concern expressed by Mr. Victor H. Bradley (February 20) should stir the sympathies of a much wider range of readers than builders. Mr. Bradley complains about the excessive increases in the current prices of building land for which credit is becoming more freely available to borrowers.

I would submit that the government for this, and the consequent abuses, is not the imposition by the Government, of further restrictions on the borrowing powers we would have been fundamental measure of Land Value Taxation. This would strike at the root of all land abuses, not least, the private ownership of land, a condition which enables some men to exploit their neighbours and reap the benefits of general prosperity.

This burning question has been ignored for too long by all political parties who, instead, have advanced all kinds of palliatives to remedy our economic ills, thus ever postponing the inevitable day of true reform.

James D. Slater, 1, Riddings Lane, Whalley, Lancs.

P. M. Walsh, West Ella Hall, West Ella, Hull, E. Yorkshire.

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ium

E. Gobert

Dutch are buying up

Germans are buying

The Arabs are buy-

ing that money goes into

U.K. residents

party abroad without

the investment

account?

Gobert

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M. Pritchard.

is compelled to com-

Mr. Bradley's letter is

20 wherein Mr. Bradley really wants to

mainain a good supply of cheap

Supply of land

From Mr. A. Gross.

Sir—Mr. Bradley is quite correct when he says that high land values can be blamed (February 20) but I do not agree with his suggestion that Government should issue directives to banks not to lend money for the purchase of land, if only for the reason that pension funds and insurance companies, to name but two types of institution, are capable of affecting land prices in a big way without a penny of borrowed money.

Furthermore, I see no distinction between a builder using land as collateral for finance and a speculator using it as collateral for dealing. The aim of each is to maximise profit.

True, the GLC is committed

monetary and financially to the

construction of Earls Court, and

we hope to arrest its decline.

But we need to go further, and

the dereliction in docklands

and elsewhere allows us to

Conference centres

From the Leader

Greater London Council.

Sir—Your conference centres feature (February 20) alluded to London's attractiveness as a conference/exhibition venue and touched upon Greater London's role. That London has more to offer than any other city in Europe (let alone in Britain) is unarguable, but it is the direct facilities themselves which now need both an over-haul and a audit.

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construction of Earls Court, and

Illett Brothers more than doubled to £1m.

£1.5m transfer to the profit of Illett Brothers more than doubled to £1m. from £469,245 to the January 31, 1978.

way, profits were to be considerably higher for the first half of

a £250,000 (same) general reserve and a 10% reduction of good-

will. Dividend of 8.5p per £1 capital increased 10p to 15.15p last year, say the year saw conditions with the exchange rate falling at 5 per cent.

It is out that while the record it is on with incorporation throughout any allowance in the real value of the assets, which are pre-

emptory, and Whitaker Group ear of solid achieve-

ment, exchange and

political conditions made

no contribution, but

at feature of the year

of emergence of activity in market.

The year ahead is

forecast. The MLR is

to remain the same for

until the Budget, or

increasing and credit

to pick up, and

by the autumn of this

years too quickly,

the authorities will

substantial funding pro-

if this falters it will

contribute a corrective

MLR, discounted

4.05% to £19.45m.

Indicates of deposit and

strutments climbed

to £18.75m, and

from £14.5m to

contingent liability

discounted stood at

the balance date

See Lex

minster & ry Props. half loss

in £25,000 taxable loss of £29,000 is

Westminster and

er for the half

er 31, 1977. Turn-

down at £877,000.

es anticipate that

oved margins and

result in the com-

at a profit in the

was no first half

loss per 25p share

(earnings 0.7p).

which ended

loss of £228,000,

But Countryside's current stocks

and 20 per cent owned by Felix-

land since 1973-74 of land—all situated in the

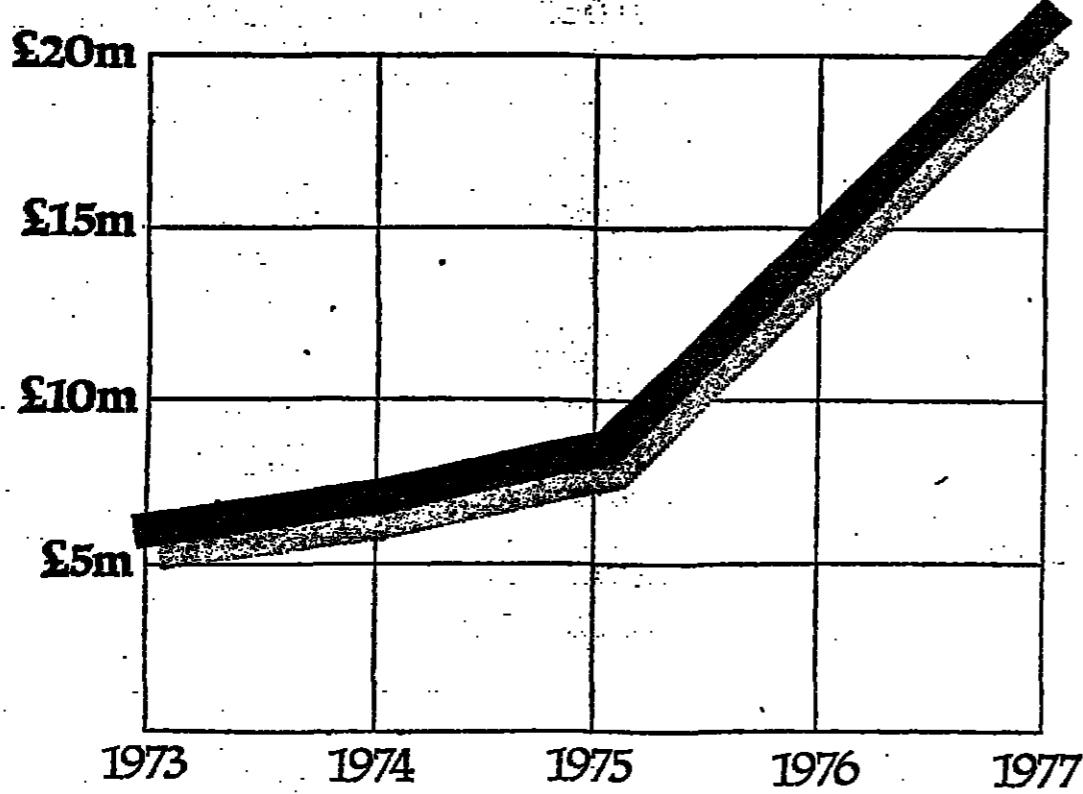
London commuter area—would at

pana

1.50p.

was £1.40p.

Bland Payne make £21,900,000 profit



Bland Payne

International Insurance and Reinsurance Brokers

Bland Payne Holdings Limited, Sackville House, Fenchurch Street, London EC3M 6BN, 01-623 8080

Some pick up seen by Ley's

WHILE ACTIVITY remained at a low level in most of the major industries supplied by the sub-divisions of Ley's, the company's Engineering, such meetings as are usually held for the shareholders' dividends. Official indications are not available, whether dividends concerned are for the first half of the year before the financial year, and the sub-divisions shown below are based mainly on last year's timetable.

TO-DAY'S BOARD MEETINGS

The following companies have notified dates of Board meetings to the Stock Exchange. Such meetings are usually held for the shareholders' dividends. Official indications are not available, whether dividends concerned are for the first half of the year before the financial year, and the sub-divisions shown below are based mainly on last year's timetable.

INTERNATIONAL INVESTMENTS, COM-

MONIAL BANK OF AUSTRALIA, EASTON

INVESTMENT, JOHNSON AND FIRTH

PLATE LIMITED, KELLOGG'S, LTD., LEWIS

AND SMITH BROS. LTD., LEVISON TRUST,

MALES ALBED INSULATORS, MARSHALLS

INVESTMENT, MARSHALLS INVESTMENT

TRUST, MASTERS LTD., MASTERS INVESTMENT

Carrington Viyella up to record £16½m.

FOLLOWING THE first half profit rise from £4.3m. to £7.13m. in 1976, Carrington Viyella, the textile group in which ICI has a substantial stake, maintained progress in trading conditions resulting from the second six months and the renewal of the Multi Fibre Arrangement, together with the possibility of an increase in consumer spending in the second half of 1978, give the Board grounds for cautious optimism.

When reporting at the interim stage the directors explained that U.K. divisions had shown significant improvements in profitability and direct exports had again increased following a jump of 48 per cent. in 1976. A higher order book had been maintained and the directors looked forward confidently to the second half.

External sales in 1977 expanded from £275.16m. to £304.32m. within which exports rose by 19.7 per cent. See Lex

1977 1976

	£m.	£m.
External sales	275.16	278.15
Operating profit	21.13	19.56
U.K.	21.13	16.37
Overseas	2.35	3.19
Trading profit	21.13	16.37
Re-organisation costs	2.17	1.73
Profit before tax	18.96	1.01
Taxation	2.13	1.82
Net profit	14.73	8.64
Dividends	5.01	1.37
Performance dividends	1.35	0.73
Attributable Ordinary dividends	9.39	8.64
Retained	3.39	3.39
- Losses - Pre-tax		

After tax and minorities the attributable balance came through to £13.7m. against £7.07m. giving earnings per share of 8.1p (6.8p) after excluding exchange movements. The dividend is raised by

Small midway rise for Radley

Despite unfavourable summer weather and embargos on imported merchandise, pre-tax profits of Radley Fashions and Textiles improved slightly from £14.235 to £14.382 for the six months to October 19, 1977, on turnover of £24.46m. against £22.29m.

While export market conditions are not as buoyant as they were, the directors state, current year

profits should again prove to be satisfactory. For all the previous year, a record £36.000 surplus was reported.

After tax of £70.000 (204.800) half-year earnings are given up from £34.6 to £3.80 per share. The interim dividend is lifted to 1.4375p (1.3125p) net, which has been waived by Mr. and Mrs. Radley in respect of 473,007 shares last year's final was 2.625p.

The directors add that the delay in renewing the Multi Fibre Agreement caused considerable delays in the production schedules of the company's Far Eastern suppliers, while some of its U.K. cloth suppliers experienced technical problems with certain new fabrics.

Nevertheless, the company is hopeful that these delays will be made good by the end of the current year.

With a very good order book for the whole of 1978, Satellites, a subsidiary, is expected to have another good year.

MANN EGERTON REPAYMENT

The Board of Mann Egerton intends to put a proposal to the holders of the outstanding £390,516 nominal of 6½ per cent. Debenture Stock 1981/86 for early repayment on the basis of £94 cash for every £100 stock held.

A circular letter giving full details of the proposals will be despatched as soon as possible.

Mr. Basil Feldman, the joint managing director of Mann Egerton, said yesterday that he hoped to reach break-even point in the acquisition in the current year. He bases his optimism on DCM's experience in turning round lossmakers: earlier successes include Louis Marx in North America and Rovex, which includes Hornby, Scalextric and Sindy.

The assets to be acquired are valued at around £20m. Aurora's income from licenses—currently operating in France, Japan, Germany, Mexico and the U.K. with Australia and New Zealand shortly to be added—amounts to approximately £600,000 per annum, with a 20 per cent. increase projected for 1978.

Mr. Feldman attributed past losses to the "over-communicated" way in which the interests were operated. DCM's intention is to continue on DCM's experience in turning round lossmakers: earlier successes include Louis Marx in North America and Rovex, which includes Hornby, Scalextric and Sindy.

The unquoted balance sheet at December 31, 1977, discloses net tangible assets of £1.92 per Ordinary share, excluding any value for the leasehold interest in the London Pavilion.

The directors, except of their own units (1.5 per cent.), have said that they will not accept Mr. Sanderson's offer. In addition, they have received assurances from holders of 82,210 units (64 per cent.) that they will not accept.

With the full support of the company's advisers, County Bank, the directors say they unanimously recommend holders to ignore the offer and any documents in connection with it.

Full year results, announced yesterday, show attributable profits of £7,550 (£11,128) for 1977, a turnover of £57,815 (£52,948). Stated earnings are down from 8.5p to 5.83p per unit and the dividend is maintained at 12.5p net.

MANSON BUYER

Manson Finance Trust turns out to be the mystery buyer of London and European Trust. Last week the transaction was announced by the seller, London and European Securities, but the

BIDS AND DEALS

DCM paying around £6m. for U.S. acquisition

Dubee-Comber-Mars, which is received in respect of 13,117,964 purchaser's identity was not revealed.

London and European Trust is a banking company whose net assets consist almost entirely of cash. Manson's announcement indicates that the consideration of £37,815 is based on the value of those net assets plus £25,000 for goodwill. DCM made an unaudited loss of £20,000 in 1977.

Manson also stated in the announcement that the acquisition in pursuance of the company's expansion plans and will add further strength to its existing banking activities. Nobody in the company could be reached for further comment yesterday.

The deal is big enough for Manson that it would normally be considered a Class 1 transaction which entails sending a circular to shareholders. However, the Stock Exchange agreed to treat it as a Class 2 transaction since the purchase was by way of extension of existing interests. Class 2 transactions have to be announced to the Stock Exchange and the Press.

BOC

BOC International Ltd

Group profit, unaudited, for the three months to 31 December 1977 was—

	Three months to 31.12.77 £ million	Three months to 31.12.76 £ million	Year to 30.9.77 £ million
Group Sales	155.5	159.2	670.6
Operating costs	135.3	134.3	556.1
Depreciation	20.2	24.5	114.5
Interest	9.9	16.5	76.8
Group share of associated companies' profits, less losses	4.8	5.3	23.0
Group trading profit	14.7	21.6	101.6
Europe	1.6	7.5	39.5
Africa	3.7	3.5	16.7
Americas	4.0	4.7	19.8
Asia	0.9	1.2	4.8
Pacific	4.5	4.7	20.8
Interest	14.7	21.6	101.6
Group profit before tax	10.8	16.8	62.2
Tax	6.1	8.3	36.1
Minorities	4.7	8.3	47.4
Available for disposal	3.1	6.6	39.4
Earnings per share	0.95p	2.55p	14.40p

1) Profits in Europe were seriously affected by a four week strike in the UK Gas Division. The cost of the strike in the quarter is estimated at £3 million.

The European results were also affected by a significant decline in the profits of the Chemicals, Metals and Medicaments businesses.

2) Trading profit for the three months to 31 December 1977 has been reduced by extra depreciation of £1.3 million provided in anticipation of further asset revaluations to be carried out by the end of the current financial year.

3) Sterling strengthened against other major currencies during the three months to 31 December 1977. Group profit for the quarter would have been higher by £0.9 million if exchange rates ruling at 30 September 1977 had still applied.

4) The results for the quarter do not take into account the 1 million shares in Aircos Inc. acquired as a result of the tender offer made on 3 January 1978.

5) Deferred taxation has been calculated in accordance with the proposed accounting standard ED19. On this basis the charge for the three months to 31 December 1976 would have been £7.0 million.

Further copies of this report may be obtained from the Secretary, BOC International Ltd, Hammersmith House, London, W6 9E Tel. 01-748 2020.

DAEJAN HOLDINGS LIMITED

INTERIM STATEMENT

Unaudited Results for the Half Year Ended 30th September

6 months to 30.9.77 to 30.9.76

	£'000	£'000
Rental Income and Charges Receivable	3,786	2,981
Less Property Outgoings	1,997	1,711
Property Trading Profit	1,122	1,008
Investment Sales Surplus	1,008	988
Interest Receivable	50	50
Financing Charges, Expenses and Depreciation	3,044	2,934
Group Profit before Taxation	1,083	1,024
Less Taxation	508	494
Minority Interest	5	5
Earnings Per Share	3.09p	2.71p

An interim dividend of 1.15p per share (1976: 1.13p) and same gross payment will be paid on 4th April 1978, date registered on 3rd March 1978.

For the year ended 31st March 1978 it is expected that profit will be above the level achieved during the previous year.

ASSOCIATES DEALS

Rowe and Pitman, Burst-Brown bought for a discretionary investment client 3,000 Ever Ready Company (Holdings) Ltd 73.3p.

S. G. Warburg and Co. sold on behalf of associates 10,500 Inchcape and Co. at 35p.

The resolutions are necessary for Coral to complete its agreed

take-over of the Pontia's hotels and holiday villages group. Mr. Nicholas, Coral, chairman, told the meeting that acceptances for the offer had been received from holders of over 10 per cent. of the equity and that, together with the irrevocable undertakings of the Pontia's Board to accept the offer, the total secured amounted to over 25 per cent.

DEWHURST EXPANSION

J. H. Dewhurst, the butchery subsidiary of Union Internationale, has acquired Freezer Fare (Frimley), which will take the total number of freezer centres operated by Dewhurst to 77. There are four other freezer centres in the process of being fitted out ready for opening in the coming months.

The Freezer Fare stores fit into the Dewhurst pattern geographically as they are all situated in and west of London and in towns where few butchers' shops are not at present operating.

Mr. Colin Cullimore, managing director of Dewhurst says although his original target of 150 stores by the end of 1978 now looks unlikely he still foresees a chain of 400 freezer centres as the eventual target for Dewfreeze within the next ten years. Many of these, however, will be joint operations with Dewhurst on the lines of the successful meat market and freezer centre at Bedworth.

C. H. INDUSTRIALS

Two companies within the C. H. Industrials Group—Betta Manufacturing and Compra Plastics—have been amalgamated to form Compra Trim and Nantwich. Mr. Peter Dawson and Mr. Ralph Ford have been appointed managing director and sales director, respectively.

Betta Manufacturing Company, based at Eaton Bray, near Dunstable, is one of the U.K.'s largest manufacturers of metal nameplates, panels, dials and decorative trim. Compra Plastics of Hertford provide a similar range of items manufactured in plastic.

MARSHALL & SONS

Marshall & Sons, the leather goods manufacturer, has announced a 10 per cent. increase in its prices.

The company's managing director, Mr. D. N. Marvin, said: "The

MONEY MARKET

Very large assistance

	Bank of England Minimum Lending Rate 6½ per cent. (since January 6, 1978)	Local authority negotiable house finance rates	Discount houses	Local authority negotiable house deposits	Treasury Bills £	Eligible Bank Bills £	Plus Trade Bills £
1st month	6½-6½	6½-6½	—	6½	5½-6	—	—
2-5 days notice	—	—	—	—	—	—	—
1-5 days	—	—	—	—	—	—	—
1-5 days notice	6½-6½	6½-6½	6½-6½	6½-6½	5½-6	5½-6	5½-6
One month	6½-6½	6½-6½	6½-6½	6½-6½	5½-6	5½-6	5½-6
One month notice	6½-6½	6½-6½	6½-6½	6½-6½	5½-6	5½-6	5½-6
Three months	6½-6½	6½-6½	6½				

INTERNATIONAL FINANCIAL AND COMPANY NEWS

NORTH AMERICAN NEWS

Sales and income up at Lockheed

NET INCOME of Lockheed Corporation in the fourth quarter of 1977 rose from \$74.7m. to \$85m., on sales ahead from \$775.5m. to \$859m.

For the year as a whole, net income advanced from \$38.7m. to \$55.4m. Sales rose from \$2.20bn. to \$2.37bn.

Lockheed attributed the higher 1977 profits to solid results recorded by nearly all of its programmes, and to increased interest income and a lower effective tax rate.

The improved result does not represent a trend, said Lockheed. The company also said it expects that 1978 results will again receive a qualified opinion from its outside auditors due to uncertainties originating in prior years. Including the restatement of deferred charges on the TriStar jetliner.

Lockheed said that although production rates have been accelerated, its 1978 first quarter earnings will be substantially reduced by the two-and-a-half-month-long strike by machinists in the 1977 fourth quarter, which will have a short-term effect on aircraft deliveries.

Mr. Roy A. Anderson, chairman and chief executive of Lockheed, said that it will take most of the current year for the company to overcome completely the productive lag caused by the stoppage.

Full year 1978 profits will be affected adversely by a lower C-141 production rate and the cessation this year of the S-3A Viking anti-submarine production programme.

Sales of the TriStar remain the big question in Lockheed's future. Some analysts have said that a much awaited decision by Pan American World Airways on whether to buy as many as 30 TriStars is the key to the viability of the programme.

Lockheed is going ahead on a smaller 200-seat version of the TriStar. The company expects first orders for this aircraft as early as this year, and will be able to handle the development costs of the three-engined jet without any major strain or new financing, said Mr. Anderson.

The order backlog at the end of 1977 was \$4.14bn., compared with \$4.35bn., a year ago.

In addition, during 1977 the company signed up \$1.14bn. in new orders and follow-on business from foreign customers out of a total of \$3.17bn.

Lockheed said that its long-term debt declined last year to \$362m., from \$373m., a year earlier. Shareholders' equity rose to \$218.8m. from \$166.7m.

Fourth quarter earnings per share, which went down from 50 cents to 49 cents, were based on 13.4m. shares outstanding, compared with 12.7m. shares a year earlier.

Earnings per share for the full year, up from \$3.10 to \$3.71, were based on 13.4m. shares compared with 12.7m. shares a year ago.

Agencies

Carter Hawley withdraws bid for Marshall Field

BY JOHN WYLES

CARTER Hawley Hale Stores, a unit of Carter Hawley Hale, the Los Angeles-based retailer, Neiman-Marcus division. In today withdrew its \$380m. cash and stock offer for Marshall Field, beaten back by the implications of an ambitious expansion programme announced by the Chicago retailing chain in the past three weeks.

Although Marshall Field affirmed with hand on heart that its decision to build a \$20m. store in Houston and to seek to develop and four other, in the south and south west, had nothing to do with the Carter Hawley bid, its proposals were widely seen as a bold manoeuvre designed to drive back Carter Hawley.

The proposed Houston store, for example, will be built oppo-

site a unit of Carter Hawley

December when Carter Hawley announced that it wanted to try

to negotiate a friendly merger.

Marshall Field responded by filing an anti-trust suit and its continuing opposition to the overtures from Los Angeles

capital is not likely to affect its independence.

Assurances from Mr. P. Heerema, the businessman con-

cerned, and the limitations imposed by Dutch company law have satisfied Steven, which had

turnover of Fls.1.5bn. in 1977.

Steven's earnings potential

make the offer no longer in the best interest of Carter Hawley.

Withdrawal of the offer will

come as no great surprise to

followers of this intriguing take-

over saga which began last

was announced.

As soon as it emerged that Mr. Steven was bent on expanding his new company, Marshall Field's

share price began to decline from

the \$35 high established when the takeover bid, worth \$42 a share,

was announced.

Mr. Heerema, who lives in

Fribourg, Switzerland, acquired

his stake in Steven through pur-

chases of shares on the stock

market. The purchases were

made by Antillen Holding of

Curacao, a company in which the

Heerema family has a majority

interest. The Antillen Holding

is controlled by the Heerema

family, which includes the marine

industrial complex, is hoping to debt servicing costs, dividend factory, were down

levels should be maintained and Kr.42.4m. to Kr.34.5m.

the results for fiscal 1978 should

be in line with those for 1977.

Mr. Heerema said his holding

was purely for investment pur-

poses and he has no intention of becoming involved in manage-

ment.

Dutch company law limits the

powers of a shareholder to op-

pose company decisions, but he cannot himself make pro-

posals.

Mr. Heerema and Steven have

not discussed the possibility of

his joining the nine-man super-

visor Board, although it would

be a logical step for such a large

shareholder. Mr. van Wijk said.

The company has had the im-

pression since last summer that

some was being buring Steven

shares as they came on to the

market.

Among Mr. Heerema's interests

is Heerema's Engineering Ser-

vices of The Hague.

Assets disposal hits Searle

OPERATIONS of G. D. Searle

products groups, particularly

consumer-pharmaceuticals and

optical products, registered

fourth quarter and annual in

increases in sales and profits. But

an increase in the company's tax

rate and a net loss from dis-

continued operations resulted in

an overall loss of \$28.4m. against

a profit of \$61.5m. or \$1.18 a

share previously. AP-DJ reports

Full year results included an

income from continuing opera-

tions of \$35m. or 88 cents a share,

and a net loss from discontinued

operations of \$93.8m. including

a \$3m. loss on disposal of assets.

McDermott-Babcock

J. Ray McDermott and Co. and

Babcock and Wilcox will join

in a joint statement that their

negotiating committees and direc-

tors have approved terms for Bab-

cock's merger with McDermott.

Reuter reports from New Orleans

According to the terms, Babcock

holders will receive one share of

new McDermott \$2.20 cumulative

convertible preferred stock plus

one share of new McDermott

\$2.60 cumulative Preferred for

each Babcock common share.

The convertible preferred

stock will be convertible initially

into one share of McDermott

common.

The terms of the securities are

the same as those announced by

the negotiating committees in

December, except that the annual

dividend on the straight pre-

ferred stock is \$2.60 rather than

\$2.50 as previously planned.

Philip Morris rise

Philip Morris has raised the

quarterly dividend to 51 cents

from 41 cents, payable on April

15. The company has plans to integrate its

quarterly dividend to \$1.05 a

share from \$1.02, payable April

15. AP-DJ.

Mr. Robert Bertrand, the

Canadian Government's Con-

sumer and Corporate Air Depart-

ment, warned the Canadian

Transport Commission that take-

over of the regional airline

Nordair, routes.

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AMERICAN QUARTERLIES

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Net per share

Revenue

Net profits

Net per share

Revenue

Net profits

Net per share

Revenue

Net profits

Net per share

Revenue

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Net per share

Revenue

Net profits

Net per share

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BUSINESS BOOKS

Unblushing homily on a key union role

By David Watt

"Conflict or Co-operation? The Growth of Industrial Democracy" By John Elliott. Kogan Page, £8.95.

JOURNALISTS should be made to write books more often—and not simply because journalists as good as John Elliott ought to contribute to the history of their times (historians never read newspaper cuttings). The important thing is that they should be allowed to come out from time to time from behind the discretion of their newspapers and allow their readers to inspect the assumptions upon which their reporting is based.

As Labour Editor, Management Editor and, more recently, Industrial Editor of the Financial Times, John Elliott has never been exactly a blushing primrose and the FT audience can hardly have been unaware of his interest in and ultimately his support for the idea of worker directors in industry. His coverage of the whole saga of the Bullock Report was without question the most learned and alert in Fleet Street. But I doubt whether many of his colleagues still less his readers, quite realised how deep his conviction had become that the majority of the Bullock Commission were on the right track.

Now we know: for his new book is an extended defence not perhaps of every detail of Bullock's algebraic vision of industrial harmony but certainly of its main and most controversial conclusions. Let us, he says, by all means have flexibility and consultation, and a gradual process of implementation, but in the end we must acknowledge a statutory right for employees to set up worker director systems and we must make the

trade unions the channels through which this system is operated.

Moreover, because the Bullock argument, in his view, is only one part of a grand post-war evolution of labour relations in this country, he covers a much wider area than Bullock and in effect sums up the lessons of a decade of labour reporting.

It is an absorbing mixture of history, sociology, rapporteur, child's guide and sermon. If you want to know where Unilever, or Ford, or GEC have got to be "counter-productive" to industrial participation Mr. Elliott will tell you: likewise what has been going on at Fairfields and Harland and Wolff. There is a wonderfully concise potted history of Mr. Heath's tragic affair with Messrs. Feather and Gormley and of Mr. Wilson's more successful liaison with Jack Jones. The reader learns a lot of the facts of life about the TUC, the shop stewards' movement, the shortcomings of British management.

However, the book's purpose is essentially homiletic, and the purpose of the homily is to persuade us to see industrial relations and particularly the trade unions in a certain light. The Elliott position, very crudely summarised, is as follows:

"The long-term trend to wards greater worker power is inevitable, partly because of external pressures such as the EEC but mainly because of social trends. The social contract and the Bullock Report are not, therefore, aberrations. At the very least they are floats on the surface of a strong tide of history.

Next, the unions themselves are in business to change society radically and this is ultimately a political business. They are also powerful enough for it now to be "counter-productive" to regard them simply as negative forces responsible for the country's economic failures and as threats to individual freedom."

The final link of the argument is that a social contract type of incomes policy is here to stay: that all schemes designed to enhance the power of workers, whether they are management inspired participation plans or syndicalist work-ins, can be ignored if they do not place conventional union power at the centre. The conclusion in Mr. Elliott's words, is: "a positive and constructive initiative is needed that encourages management and unions to rearrange their relationships but does not try to force alien attitudes rapidly on groups that either do not want to or could not absorb

them and benefit from them. The aims should be to expand the workers' rights and to improve shop floor co-operation and participation, while not impeding managerial efficiency, and so to increase industrial efficiency."

HM. Well, we can all agree with the end in view. Many of us, and certainly I myself, can also agree that things being what they are, a moderate social contract is better than no incomes policy. I am much less certain about whether it is wise to institutionalise these ad hoc arrangements either at national or at factory level on the "if you can't lick them, join them" principle.

With some of his mind Mr. Elliott has reservations of his own. He agrees that there is a serious argument about the rights of individuals to be answered before one bases the operation of worker directors on the unions. He also acknowledges a doubt as to whether ultimately the unions, with all their adversary traditions, will be willing and able to put enough of their conflict on one side to co-operate constructively with management in the creation of the wealth of the future.

David Watt, former political editor of the Financial Times, is director of the Royal Institute to stifle libertarian scruples and to take the leap in the dark because he thinks that if one of International Affairs.



Lord Bullock—the majority of his committee were "on the right track."

could get the unions to accept worker directors, even on their own terms, it would eventually transform their present better that the interests of workers and managers are fundamentally opposed.

This is a brave conclusion. Whether one agrees with it depends upon a judgment not only of the risks and benefits of whether there is any plausible alternative strategy available.

Those who believe, unlike Mr. Elliott, that the power of the unions can and should be diminished by social and political attrition over time, may conclude that worker directors are desirable. But because their long-term aims will be very different from his, their workers will be subtly different.

David Watt, former political editor of the Financial Times, is director of the Royal Institute to stifle libertarian scruples and to take the leap in the dark because he thinks that if one of International Affairs.

sharply curb the practice," say the authors. They also remark that, while the SEC thought the cessation of such payments would not seriously affect the ability of U.S. concerns to compete in world business, other estimates have put the possible loss of business at 10 per cent.

Undoubtedly the U.S. has staged a stronger stand against bribery in recent years and could prevail further with greater international government and business co-operation. But it is not only up against long-established local practices—but also against a considerable feeling that pay-offs do pay.

Margaret Reid

Bribery and extortion

Bribery and Extortion in World Business, by Professor Neil H. Jacoby, Peter Nehemias and Professor Richard Ellis. Macmillan Publishing Co. Inc. \$12.95

this was only 0.014 per cent. of the relevant turnover. A tiny enough statistic, seen in those terms, but no doubt representing considerable wealth to some of the recipients—and to a number of U.S. Senators, something of a slur on the character of world business.

The authors—all American academics in the business field—adopt a pragmatic, non-discriminatory approach to the problem of corporate pay-offs, kickbacks, and the whole gamut of "sextive payments" of different type and terminology which have become so familiar. They are at pains to attempt to bridge the cultural chasm of comprehension between the relatively uncorrupt Western nations with worldwide business interests and many parts of the developing world where pay-offs are endemic, if often illegal.

They do not so much make out a moral case for adoption of a Western ethic wherever the trade flag should fly. Rather, they suggest that it would be for the health of all economies that they should eventually, by slow, practical stages, do so. A number of proposals are put forward in this context.

In a section which is a kind of young businessman's guide to paying-off those "on the take," the authors sketch those sharp scrutiny—while the Internal Revenue Service also

asked searching questions. What, one wonders, would be the result of a similar quiz among British companies?

Considering methods of curbing corrupt or "questionable" business payments abroad, the book favours action by governments, international organisations and, above all, by multinational companies, who are exhorted to have stricter and better enforced written guidelines. The U.S. Government is urged to be more active in defending U.S. concerns against extortion abroad, and joint international action is also recommended.

The authors appear to discard rather readily the idea of wider Government insurance in relation to the risks against the consequences of refusing to make "questionable payments" or bribes. Surely if a U.S. Government insurance agency was faced with a claim under such insurance, its arm would be strengthened in protesting discrimination and harassment.

In a passage of great interest to British students of the currently topical issue of supervision of securities markets, the book tells how the SEC invited disclosure of "questionable" foreign payments—on a basis which the authors subject to sharp scrutiny—while the Internal Revenue Service also

a rational framework for decision-making about airport location.

Mr. Posner concludes that what the economist can do is to ask the question—how much is worth paying for this particular benefit which we are incapable ourselves of evaluating? And they can go further than this since they can point out the relative cost of various methods, taking account of everything which can easily be brought to our normal measuring rods, and hence that the country would implicitly be evaluating the extra benefit of one method rather than another at so much in money terms. Then, of course, it is up to the politicians to decide.

A final question must be: are questionable payments worth while or, putting it another way, will anything be sacrificed in the way of loss of business to competitors, by a company which discontinues them? "Without doubt, the strong stand taken by the U.S. Government agencies against the making of such payments did

bring about a marked reduction in such payments both at home and abroad."

Sketching the background to what for the U.S. is a relatively new problem—U.S. business has become multinational mainly in the last quarter century, having invested \$120bn. (£61bn.) since 1950—the authors are frank in drawing attention to the problems faced by U.S. businessmen abroad who are often forced to choose between making questionable payments and exposing their concern to the hazards of discrimination and harassment.

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The Visible Hand: The Managerial Revolution in American Business by Alfred D. Chandler Jr. Harvard University Press, £12.95.

building boom in the mid-19th century. The railroad companies not only provided efficient, nation-wide distribution. They were the first business enterprises to build a large internal structure with carefully defined lines of responsibility, authority and communication between the central office, departmental headquarters and field units; and they were the first to develop financial and statistical

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flows to control and evaluate the work of the many managers." Full-time salaried executives played as important a role as the entrepreneurs or financiers who had invested their capital in the railroad.

Later came the communications companies—American Telephone and Telegraph was formed in 1885—and this completed the infrastructure on which modern industry could be built. New mass-production techniques were being exploited in food, oil, metals, machinery and other sectors; a rapidly expanding population and rising per capita incomes provided ready markets. Because existing marketing channels were inadequate the new entrepreneurs were often obliged to organise their own distribution.

A typical example was Singer. Producing sewing machines in huge volume in one or two large factories, it could not have succeeded without an elaborate marketing organisation. "The managerial hierarchy recruited, trained and carefully supervised the canvasser-collector; provided long-term consumer credit; assured continuing servicing of the machines sold; and finally permitted a smooth and reliable distribution of the 20,000-25,000 machines shipped each week to all parts of the world."

It was this integration of mass production with mass distribution which created the modern industrial enterprise. In the early 1890s Henry Heinz adopted the new continuous-process methods of canning and bottling and built a network of offices to sell and advertise his many brands; he created a large buying and storing organisation to assure a steady flow of foodstuffs into his factories. Heinz was one of several

pioneers which have remained among the strongest companies in their field.

The followers that came on the scene a few years later were often the result of mergers. For example, Corn Products (now CPC International) was formed in 1906 by a union of several failed companies. The new management "immediately built up the purchasing and sales organisations, moved aggressively into European and other overseas markets, and instituted new policies of packaging, branding, advertising, volume purchasing and scale economies."

Mr. Chandler points out that the Sherman Act, directed against trusts and cartels, had the effect of encouraging mergers; it forced a loose combination of firms either to disband entirely or to form themselves into a single, legally defined enterprise.

Despite the subsequent rise of business schools and management consultants, James McKinsey set up his firm in 1925; the approach to managing large-scale industry which was

worked out in the early years of the century has persisted, with little fundamental change, in this day. Chandler notes that only two basic structures have been used. One is the centralised, functional type perfected by General Electric and Du Pont before World War One. The other is the multi-divisional structure adopted by General Motors in the 1920s.

Chandler's theme is that in large sections of industry the invisible hand of the market has been replaced by "administrative co-ordination," carried out by a hierarchy of managers who supervise the flow of goods through purchasing, production and distribution. The market remains the primary force generating demand for goods and services, but "a new sub-species of economic man, the salaried manager," has assumed a commanding position in the economy. For anyone who wants to understand the origins and significance of the managerial revolution, Chandler's book is essential reading.

Geoff Owen

ing company mainly as a vehicle to permit diversification into other related areas of financial services; and the development of holding companies, including a number of banks, which provides one way of partially overcoming restrictive regulations on branching and interstate banking.

It rapid development in recent years has represented a major change in the U.S. financial sector, with important implications for public policy. It has taken place, however, under the constant scrutiny of the authorities, who have exercised care to ensure that the movement should not go forward unless it could be seen to produce public benefits and have been quite prepared to stop proposed mergers or acquisitions. After 1974, indeed, with the general financial downturn, the authorities deliberately introduced a slowdown in the process and became much more concerned with the potential financial implications of holding company expansion.

Bankers have at times shown some impatience over the demands made for increased disclosure of the details of their operations, and have firmly resisted those which they regard as trespassing on the traditional confidentiality given to their dealings with customers. Nevertheless, they have seen in the various investigations now being carried out an opportunity to put forward their own point of view in a form which they hope will be reflected in the final assessment of the structure of the financial industry.

They have also begun to recognise that the pressure from outside interests may have a useful side effect in stimulating their own thinking about the future development of their business. This could turn out to be the most important justification for the public curiosity about the nature of the banking business which is likely to be a continuing feature of the lives of bankers in the U.K.

In comparison with their American counterparts, however, the British banks have little to worry about. The background is considerably different. It is true, the U.S. banking system is heavily concentrated among the Big Four and a few others while in the U.S. there remains a very large number of small local banks. Moreover, the

creation of the one-bank holding

Michael Blanden

on balance, the authors of the book conclude, the expansion has been to the benefit of the general public, though they see a need for closer supervision of the non-banking and parent companies of the holding company organisations. For a non-American audience, it requires some patience to follow through their arguments over the details of legislation which is mainly unfamiliar on this side of the Atlantic. But for those prepared to work through the book, it provides an interesting insight into the workings of U.S. regulations and helps to explain why American bankers seem to enjoy the less formal atmosphere of London.

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Michael Blanden

Book round-up

The Complete Book of International Investing by Rainer Benni. Benni Publications, £25 for two volumes. This is the 12th edition of this directory which, for the first time, has been produced in two volumes. The first covers the Press and all other aspects of the U.K. communications industry; the second the Press and central sources of information and media outlets for 188 overseas countries.

The Health and Safety at Work Act in Practice by Alison Broadhurst, Heyden and Son, £5.95. With experience as a barrister and factory inspector, the author sets out to provide a guide for all those who should be aware of the importance and significance of this legislation, including individual managers, the self-employed, employers and employees, professional and employers' associations and trade unions.

Britain's Economic Problems: Too Few Producers by Robert Bacon and Walter Ellis. Macmillan, £7.95 and £2.95 (soft cover). This book comprises a reprint of articles published in the Sunday Times in 1975. The articles have been extended and developed and describe the effects of a growing shift of

Britain's resources from production of goods and services which can be marketed at home and overseas to the provision of unmarketable public services. It consists of 39 sections containing practical exercises aimed at developing a manager's qualities in eleven key areas.

in the reader about self-development, but rather is a self-development programme. It is in two parts, the first of which outlines the philosophy and methods of the book and the second which

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THE JOBS COLUMN

Marketing managers • Code

BY MICHAEL DIXON

DENIS HOWELL has ably division's marketing activities, London SW3 2TJ, or by telephone 01-730 9456. Cut off on the Dorset coast with nothing to record except a new children's sport of swallows, the Jobs Column seemed to have little prospect of appearing this week. Then in flew Mr. Howell about six sales staff each, to turn snow into flood, meanwhile releasing the column in time for a shortened version.

Among the potential beneficiaries are a matched pair of marketing managers wanted in the Midlands by Salter Industrial Measurement. A family-owned concern for two centuries, the £13m-turnover Salter group was taken over a year ago and much reorganised by Staveley Industries.

In particular Stuart Banks, new managing director of the industrial measurement company—whose products range from hand held spring balances to thundering great weighing bridges—has opted for a divisional organisation, which West Bromwich. The age range is quoted as 25 to 35. The

One is in the crane-weighing division, with responsibility to own estimate would be a range general manager Randall from about £6,000 at the Thomas. The other is in the younger end to £8,000 or thereabouts for a more experienced candidate. Perks include a car. Peter Holmes.

Inquiries to Eileen Stroud at Executive Preselectors, 8A Synotts Street, Sloane Square. Each of the newcomers will be in charge of the respective

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Progress

THE MANY readers still sending comments about the proposed code of good recruiting practice which—as I reported on January 5—has been taken up by the Institute of Personnel Management, are now pressing for news of what is to happen next.

The answer is that the institute is this month setting out its version of the code for the benefit of any of its members who are not enlightened enough to read the Jobs Column but who nevertheless might have constructive suggestions to make. Then, around the middle of March, there will be a meeting at the IPM to work out a final draft of the code with a view to introducing it formally to the waiting world at the institute's annual conference in October.

Next month's meeting will include me, and I shall take it a digest of the suggested amendments and additions sent in by readers—for which, many thanks.

The latest suggestion to arrive, by the way, comes from the Employment Service Agency arm of the Manpower Services Commission, in the person of Sidney Tolson, the ESA's director. Inquiries to Eileen Stroud at Executive Preselectors, 8A Synotts Street, Sloane Square.

of rehabilitation and resettlement.

He wants the recruiters' side of the code to include the guarantee that: "All candidates will be fully and fairly considered for all vacancies on merit only, without regard to age, sex, race, colour, nationality, ethnic or national origins, culture and irrelevant disabilities."

While totally in agreement with Mr. Tolson's intentions I feel that his proposed addition is too sweeping to be accepted by recruiters as a basic rule of practice.

For one thing, while in most jobs candidates' merit is absolutely unaffected by their age, sex, race and so on, there are some posts in which such factors are critical to successful work.

For another, I wonder whether Mr. Tolson would see "irrelevant disabilities" as extending to the lack of formal educational qualifications such as two GCE Advanced-levels or a degree, which are often stated as conditions for selection even though they have no relevance to the work involved in the job. In such cases, anyone who lacked the academic ability to gain the educational certificate would surely be suffering from an irrelevant disability.

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46 Drury Lane, Soho, West Midlands B2 3BL.
Telephone: 021-705 7399 or 021-704 3851.

Executive
Search
Consultant

In our expanding International Management Consultancy operations Executive Search plays a fundamental role in servicing existing and new clients. To meet growing demand for our services we wish to appoint a further consultant to handle assignments in the U.K. and overseas.

The ideal candidate will be in the mid-thirties age range, have a good university degree and preferably a post-graduate or professional qualification and possess a second European language.

The successful candidate will have the following career background:

- Minimum of 10 years' progressive experience in an industrial/commercial environment.

BDO Booz Allen & Hamilton

Management Consultants

STOCKBROKERS

with young private client team seek individual(s) with existing clientele to join expanding business. Fully computerised service available. Please mention any firms to which replies should not be sent. Write Box A.6272, Financial Times, 10, Cannon Street, EC4P 4BY.

CJA

RECRUITMENT CONSULTANTS

35 New Broad Street, London EC2M 1NH
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374

A challenging and exacting appointment—scope to create a major force in the leasing field in Brazil which could lead to another General Management position elsewhere under major International expansion programme.

CJA

MANAGING DIRECTOR—LEASING COMPANY

SAO PAULO

NEWLY FORMED LEASING COMPANY—JOINT VENTURE OF MAJOR BRAZILIAN FINANCIAL INSTITUTION AND LEADING BRITISH BANK. We invite applications from candidates, aged 35-45, fluent in English and Portuguese, who have at least twelve months' practical leasing experience at senior level or an equivalent background in a closely related financial services field. It is essential to have had not less than two years' recent and direct exposure to commercial operations within Brazil. The successful candidate will be responsible for establishing the total leasing enterprise from scratch, utilising the widespread contacts of the shareholders and his entrepreneurial flair. Considerable scope exists for the provision of this main source of medium-term funding to public and private corporations. A comprehensive remuneration package is negotiable to US\$ 65,000 and relocation expenses will be met, if necessary. Applications in strict confidence, under reference MDL3835/FT, to the Managing Director.

CAMPBELL-JOHNSON ASSOCIATES (MANAGEMENT RECRUITMENT CONSULTANTS) LIMITED,
35 NEW BROAD STREET, LONDON EC2M 1NH - TEL: 01-588 3588 or 01-588 3576 - TELEX: 887374

Gilt-Edged

Deputy Manager—aged 26/30 Major Bank

We have been retained to advise on the appointment of a Gilt-Edged specialist to join a major banking and financial force as Number two in the Gilt-Edged Department.

This appointment marks both the increase of business in this sector and the bank's own continuing development.

The role envisaged will suit a man or woman in their mid/late twenties who is carrying out a dealing or associated function with a clearing or merchant bank, major stockbroker or insurance company.

You should have at least three years' experience of Gilt and although a degree in Economics would be an advantage, practical ability and the potential to meet an expanding situation are the key factors.

The salary is negotiable and additional benefits can include assisted mortgage, non-contributory pension, free BUPA, etc.

Please write to Colin Barry at Overton Shirley and Barry (Management Consultants) 17 Holywell Row, London EC4A 4JB. Tel: 01-247 8274. Names will not be released to our clients until after initial discussions.

Overton Shirley and Barry

CORPORATE
TREASURER

EUROPE

£20,000+

A large international company with operations in Europe and the United States seeks an experienced Treasurer, reporting to the Financial Director, with responsibility for all aspects of the Treasury: negotiation of long and medium term loans; foreign exchange; money management; short term investments; and insurance. The Treasurer will be expected to develop corporate policies in these areas as well as supervise and monitor their implementation.

The successful candidate will probably be presently working in a similar position in a major international group, may have worked in a bank, and has good professional and scholastic qualifications. The company headquarters are located in an attractive part of Europe. Excellent salary and benefits will be offered.

Please write in complete confidence giving full details of career to date and present remuneration to:

Box F.603, Financial Times,
10, Cannon Street, EC4P 4BY.

International
Project Finance
Based in Germany

Our client, an international bank with head office in Germany, requires a young international banker to join a small but expanding team, responsible for negotiating the bank's syndicated eurocurrency loans and arranging multinational export finance packages.

The successful candidate is likely to be a graduate who has already gained a few years' practical experience in the field of export credits and syndicated eurocurrency loans with either a merchant bank or a major international bank.

He will be familiar with a wide range of loan documentation and should have the experience and personality to negotiate and arrange eurocurrency credits as a member of a close-knit team.

The offered compensation package is attractive and will include fringe benefits, social security, pension plan and relocation expenses.

Qualified applicants are invited to apply, in strictest confidence, by sending full c.v. and quoting Ref. No. 914.

Charles Barker-Coulthard
30 Farringdon Street, London EC4A 4EA.
Telephone 01-236 0526

Diversified, multinational manufacturer of consumer goods (Annual Sales approx. US\$2,000m.) headquartered in the U.S.A.

requires

INTERNATIONAL
AUDITORS

Responsibilities include all aspects of financial and operational auditing reporting directly to the parent company in the U.S.

The position requires extensive travel that includes most of the West European countries, but may not be limited to this region.

Applicants must be fluent in English and speak a second major European language. Prior auditing experience is essential.

The company offers excellent opportunities for advancement. Salary will depend on experience.

Please write in confidence, stating employment history, experience, amount of travel and desired salary to: Box A.6272, Financial Times, 10, Cannon Street, EC4P 4BY.

AN INTERNATIONAL BANK IS SEEKING
EXPERIENCED BANKERS

To manage and assist in the Management of Branches and Departments located in London. The Bank needs Executives, Branch Managers and Officers to manage and control operations in the following departments: Systems, Consortium Financing, etc. Outstanding professional and personal qualities are required to meet the demands of the job. The candidate should have ten years experience, and have aptitude towards Business Development, Marketing, Sales, and Banking. Knowledge of Arabic, French, Turkish, Spanish or other Asian/African languages will be an advantage. The candidate will have to travel extensively in U.K. and overseas for short duration. Salary will not be a limiting factor, to those who meet our demanding requirements. Preferred age 30-40 years. If you feel you could contribute to the growth of International Bank with an extensive Branch network in many countries, please apply in confidence to: Box A.6272, Financial Times, 10, Cannon Street, EC4P 4BY.

Booz Allen & Hamilton
Management Consultants

STOCKBROKERS

with young private client team seek individual(s) with existing clientele to join expanding business. Fully computerised service available. Please mention any firms to which replies should not be sent. Write Box A.6272, Financial Times, 10, Cannon Street, EC4P 4BY.

The British National Oil Corporation OPPORTUNITIES IN OIL - FINANCE

The British National Oil Corporation has a major role at the centre of a vital industry as Britain moves towards self-sufficiency in oil and we continue to explore our continental shelf for further reserves. A young and expanding organisation offers exceptional scope and must draw more people of ability into the oil industry.

The Finance Division exercises control over the large financial resources employed by the Corporation. As well as the normal functions for management there is a continuous monitoring of the finances of joint ventures with other oil companies.

The following posts are centred in the Corporation's Headquarters in Glasgow, but may involve initial assignments to the London or Aberdeen offices. They permit active contribution to the development of BNOC.

MANAGEMENT ACCOUNTANTS NTRAL ACCOUNTING Reference 28/FT

A small team is responsible for the financial information to the top management of the Corporation. This includes periodic reporting, budgeting and longer term forecasting and involves close liaison with financial monitoring of projects and joint ventures. High level of analytical and presentation skills will be expected.

EXPLORATION AND PRODUCTION OPERATIONS References 45FT/48FT

Senior Project Control Accountants are responsible for the interpretation and development of reports on a wide range of operations, including effective capital analysis. There is also a vacancy in this section at a slightly less senior level, emphasising financial planning but with considerable involvement in overall management accounting.

Applicants will be qualified accountants with a minimum of one year's post qualification experience except where relevant oil industry experience can be demonstrated.

FINANCIAL ACCOUNTANT Reference 6/FT

This post reports directly to the Manager of Accounting Development on matters of accounting policy and reporting systems, internal and external. The successful applicant will be qualified with about two years relevant post-qualification experience, especially in the latest accounting standards, preferably with a large professional practice or the head office of a major concern.

The salaries for these posts are very competitive and associated conditions of employment are attractive. There is a comprehensive relocation plan. Interested candidates are asked to write or telephone, quoting the appropriate reference, for an application form to: The Recruitment Manager, The British National Oil Corporation, 150 St. Vincent Street, Glasgow G2 5LJ. Tel: 041-221 1261.

BNOC

Computers in banking Europe

Our client is a major computer systems manufacturer. Success in a highly competitive market has created opportunities for self motivated individuals who understand the application of computers in the Banking world.

Your job will be the complete specification, in collaboration with users in mainland Europe, of software systems covering one or more banking functions. With responsibility for program quality and system introduction you will be given the challenge of full control of the system.

You will either have been in systems analysis with solid experience of banking applications, or you will be a banker who has had significant involvement in the introduction of computer systems.

You are probably in your early to mid thirties, and have reached the stage where nothing less than a project of your own will satisfy you. The remuneration package is excellent, with a first class UK base salary, and generous expatriate allowances. Fluency in a second European language will obviously be a great advantage.

The job will not last for ever, but prospects for promotion and career development are second to none.

If you react to a challenge, phone David Woolf on 01-638 0528 or write to him at Personnel People, Friendly House, 21-24 Chiswell Street, London EC1Y 4UB.

The Personnel People

Plant Director

£12,000

ant is part of a major Midlands based company which would make no secret of its difficulties. The Company is now in an ambitious and aggressively led reconstruction programme, and appointment is one of a number which key to its success.

ant employs over 3,000 people and is stable and constructive. Industrial climate. There is a broad product mainly volume machining and assembly. Primarily it supplies other plants Company but there is a significant developing non-Company content. Appointment will be of particular interest to candidates from an engineering/production discipline, with

PA Advertising

14 Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 5060. Tel: 27874

PA

A member of PA International

A CAREER IN BANKING A.C.A. 24-28

c. £8,500 incl. benefits

City

Our client, the merchant banking subsidiary of a major American Bank in the Euro-currency, financial and capital markets, now wishes to recruit an Operations Accountant to run the accounting and reporting areas within this progressive banking environment.

The successful applicant will initially be operating the accounting function and will also become involved with a variety of projects including computer training and the development and use of the internal accounting and reporting systems. The prospects for the position will arise once ability has been proven and could lead through to such areas as Corporate Finance.

Applicants, male or female, will be recently qualified accountants able to demonstrate a strong personality and an ability to communicate effectively, together with proven ability within a professional or commercial environment.

For more detailed information concerning this appointment and a personal history form, please contact Ian Morrison quoting reference 2100.

Douglas Lumbis Associates Ltd., 410 Strand, London WC2R 0NE. Telephone 01-836 9301. 121 St. Vincent Street, Glasgow G2 5HJ. Telephone 041-225 3101. and in Edinburgh.

DIA

Entrepreneur

c. £10,000 plus car and profit share

Profitable company with sales c£30m growing by more than 30% per annum; purchasing, processing and selling hides and skins; young management team. The Entrepreneur reports to the Managing Director and after an introductory period in Processing and in Marketing will assume responsibility for sales and commercial projects. Formal qualification or public school education essential, but a key requirement is a successful record of profit management in a fast moving commodity or consumer field ideally involving forward purchasing and sales in foreign currency markets. Preferred age range 30 to 35. Excellent prospects.

This appointment is open to men and women. Please write in confidence to Philip Egerton, quoting reference 3674/FT.

Inbucon/AIC

Executive Selection
197 Knightsbridge, London SW7 1RN

EQUITY ANALYST

Within an established firm of Stockbrokers we operate a small team where our equity sales staff and analysts work together to service a wide range of institutional clients. Recognised as specialists in two major areas and a number of subsectors, we now wish to add another sector specialist or an experienced analyst with wider interests. The ability to originate investment ideas and communicate them to clients both verbally and in writing is essential; this is a senior appointment and remuneration will be scaled accordingly.

Please write giving personal history to Box A.6275, Financial Times, 10, Cannon Street, EC4P 4BY, with a covering letter listing firms to which you would not wish your reply to be forwarded.

Administration Opportunity

Leading Accepting House

Age: 30-45 Salary: £5,000-£7,000

Our Client is a leading accepting house with extensive North American business. They wish to recruit an experienced banker to take over full responsibility for the administrative function of the bank's North American interests and the maintenance of liaison with its representative offices in the United States.

Applicants must be able to demonstrate a thorough working knowledge of banking practice and procedures which should have been acquired with a leading U.K. bank or the London branch of an American bank.

An initial salary range of £5,000 to £7,000 is offered as part of an excellent package which also includes house mortgage facilities, non-contributory pension and free life assurance. Please write giving full details of age, education and business experience, and listing those organisations to whom your letter should not be forwarded, to:

I.D. Vine, Account Director (Ref. AO/107), Lockyer, Bradshaw & Wilson Limited, North West House, 119/127 Marylebone Road, London NW1 5PL.

LBW
LOCKYER, BRADSHAW & WILSON
LIMITED

Financial Controller (Designate)

London

About £9,000+car

Our client is a world leader in "leisure wear" with 1977 sales of \$1.6 billion. The company has successfully developed from a "family business" base and still retains that kind of close involvement and atmosphere.

The position is based in London within the Northern European Area HQ, which controls the company's operations in the U.K. and Scandinavia. Reporting to the Controller the prime responsibilities include: profit planning, pricing, analysis, management reporting, capital expenditure appraisal, exchange rate analysis and ad hoc work. An integral part of the job will be field visits to the manufacturing and marketing units, thereby gaining a close operational view of the business. For the right person, promotion to Controller will follow in 12-18 months.

To apply you should be qualified, between 27 and 32 with line experience in a multi-national company. Equally, you must be able to demonstrate a high level of ability in both technical and management skills.

The salary indicated is negotiable and will not present a problem for the ideal candidate. Therefore we would be interested in applications from candidates who are already in Controllership positions.

Benefits include a 2-litre car, BUPA and full relocation expenses where necessary.

Applicants, male or female, should apply in strictest confidence with career details to: M. Warner, Director, Gresham Executive Appointments, 1 Harewood Place, Hanover Square, London W1R 9HJ. Tel: 01-629 9841/4.

Gresham
Executive Appointments

Remploy

Assistant Managing Director/ Managing Director Designate

Salary range: £8,600-£12,038 (subject to review)

Remploy seeks a Managing Director to replace the present one who is due to retire in September 1978.

The Company is Government-owned and has about 10,300 employees, including around 8,000 who are severely disabled. It handles about 90% of sheltered employment in the United Kingdom in 87 factories from Aberdeen to Redruth. The Company's annual turnover in competitive conditions amounts to about £26 million. The head office is at Cricklewood, London.

The Managing Director is appointed by the Secretary of State for Employment, and reports through a non-executive chairman to a board which numbers fifteen, seven of which are disabled.

Remploy's objective is to act as a social service employing severely disabled people in suitable conditions as near as possible to ordinary industry. The products include: furniture, orthopaedic equipment and wheel chairs, travel goods, knitwear, outer clothing, bookbinding, and extensive services in packaging and assembly. They are grouped under three Trading Group Directors.

There is a newly revised contributory Pension and Life Assurance Scheme, and a car with a chauffeur, together with 25 days annual leave, are included in the benefits of the appointment.

It is intended to appoint the successful applicant immediately to the post of Assistant Managing Director (salary range £8,600-£10,638) and subsequently to Managing Director, salary range £10,638-£12,038, in September 1978.

Applicants should have held senior appointments in industry, preferably concerned with products similar to those of Remploy.

Please write, marking envelope "M.D." in strict confidence to: The Chairman, Remploy Ltd., 415 Edgware Road, Cricklewood, London NW2 6LR enclosing a photograph, a description of your qualifications for the appointment, and a request for a personal data form.

Jonathan Wren - Banking Appointments

The personnel consultancy dealing exclusively with the banking profession



ACCOUNTS/OPERATIONS

£6,000-
Due to internal promotion the position of Assistant Accountant is vacant at the London branch of a European bank. Candidates should be aged 25-30, with international bank operations experience including departmental audits, Foreign Exchange valuations and general accounting duties. Salary is negotiable, and the figure quoted can be regarded as a minimum.

Contact: Richard J. Meredith

GROUP AUDITOR

c. £6,000
An international bank seeks an experienced Auditor aged about 40. Candidates should have banking experience, and preferably also an understanding of computerised systems.

Contact: Sophie Clegg

CREDIT ANALYST

c. £5,000
This opening, with an international bank, would suit a young person aged early to mid-twenties with some experience of spreading balance sheets and the ability to write facility letters. Some knowledge of E.C.G.D. regulations would also be useful.

Contact: Sophie Clegg

YOUNG BANKER

to £4,000
A well-known bank seeks a young general banker who, having qualified A.I.B., now finds his/her prospects retarded by an age barrier. The successful applicant should have good all-round knowledge of banking, including Foreign Exchange and/or Stock Exchange Securities. The position is in the bank's audit team, where a certain amount of audit experience would be useful.

Contact: Richard J. Meredith

170 Bishopsgate London EC2M 4LX 01-623 1266 7 8 9

CSL
W. London £9,500 + car

FINANCIAL CONTROLLER

The Group Providing a wide range of specialist services to the aircraft industry, both at home and overseas. Soundly based, well organised and highly regarded. A subsidiary of a U.K. quoted international group.

The Job Reporting to the Managing Director with responsibility for the finance and accounting functions. Small H.Q. accounting staff. Key areas are the interpretation of management information, inventory control, cash management and the further development of reporting systems.

The Candidate Qualified accountant. Aged from 30. Experience in an engineering environment and knowledge of data processing systems would be particularly helpful.

Brief but comprehensive details of career and salary to date, which will be treated in confidence, should be sent to:

J. G. Cameron, The Executive Selection Division - CF306, Coopers & Lybrand Associates Ltd., Management Consultants, Shelley House, Noble Street, London, EC2V 7DQ.

EUROPEAN RESEARCH/SALES
To £8,000 + bonus
24-32 with good knowledge of European market and experience in join International Dept. of top firm and market own research to U.K. institutions.

U.S. PORTFOLIO MANAGEMENT
To £7,000 + bonus
25-30 with research background and relevant market knowledge to join Investment Dept. of major institution.

Stephens Selection
10 Dover Street, London W1X 5EA
01-840817

Recruitment Consultants

CHIEF ACCOUNTANT
SMALL PUBLIC GROUP REQUIRE DEDICATED CHIEF ACCOUNTANT AGE 25-35. £8,000 P.A.
+ BENEFITS

Free to start in London by May at the latest Write Box A2278, Financial Times, 10, Cannon Street, EC4P 4BY.

ACCOUNTS CLERK
£4,000 for International Bank with thorough knowledge of profit and loss A/c's, preparation of balance sheets, etc.

CHARGE SECURITIES CLERK
£4,000, age 21-22 for City Merchant Bank. 6-12 months experience.

CREDIT ANALYST
c. £6,500 for International City Bank no. 2 for economic section. Ring V.P.N. Employment (Agy.) 01-283 6022 for Appointments

Group Financial Control

£7,500+car-W. London

Financial control in this multi million pound group is wholly comprehensive and disciplined and, through the personal efforts of the Financial Controller, highly motivated. He is now looking for an assistant with similar motivation, to be exposed immediately to the complex problems that occur at the centre of an active, performance-oriented, profit-conscious operation. A young live-wire accountant who has shaken off the blinkers and already has some commercial or industrial exposure will see this as the perfect launching pad for meteoric progress. Ability is far more important than age or experience (particularly of the one year ten times variety); there's as much work and as much responsibility available as you're prepared to handle - in financial and management accounting and treasury matters. There's extensive travel within the UK and we need someone who can make the centre fully acceptable at the sharp end. Unique is an over used word, but may well be the most just for this young and ambitious accountant. Please write with full career details to Graham Oliver.

Applications, which may be from male or female candidates, will be treated in complete confidence and should quote reference 832/CEGO.

BROOK STREET EXECUTIVE RESOURCES LIMITED

47 Davies Street, London W1Y 2LN. Telephone 01-499 7362

Financial Management

A senior role for a finance professional with Digital

Digital Equipment are the world's leading designers and manufacturers of mini-computers, a company with a turnover in the UK in excess of £50 million and growing, and employing 1,200 people there and over 38,000 people worldwide.

We are a progressive, fast moving company whose growth in Northern Europe has been enhanced by a highly professional, young financial management team at our North European Headquarters in Reading.

As part of our continuing expansion we now wish to further strengthen that team by appointing an experienced and imaginative senior finance man or woman to control the entire spectrum of finance work undertaken in Reading.

As our Manager of Accounting and Management Reporting, you will be a high level role in one of the most exciting, successful and rapidly expanding companies in the computer industry. Reporting to the Regional Finance and Administration Manager for Northern Europe, you will control all day-to-day activities of the UK financial Management team, encompassing Financial Accounting, Management Information and Planning and Analysis. Directly

responsible to you will be our Chief Accounting, Management Accountant and Planning and Analysis Manager plus a team of some 35-40 people - most of them fully qualified professionals.

Clearly, this will be a demanding role. It will call for someone with sufficient drive, energy and imagination to motivate the management team and ensure that they maintain their record of meeting tight deadlines to high standards of professionalism. You should be prepared to travel extensively to Europe and provide an effective link with our office in Geneva.

We anticipate that you will be a qualified ACA, ACCA or ACMA, probably someone who has already earned a controlling or a similarly influential role within an industrial or sales service environment, preferably within the computer industry.

The seniority of this position is fully reflected in the attractive salary we offer. Prospects within such a rapidly growing company are excellent and include the possibility of promotion both in Europe and the USA.

If you can meet this challenge write to: Ken Rayner, Regional Finance Manager, Digital Equipment Co. Ltd., 2 Cheapside, Reading, quoting reference 365.

digital

Manager - Accounts Shipping

Our client, a shipping company, seeks a manager for its London Office. Candidates, male or female should have an accounting qualification and should have some years experience in accounting, bookkeeping and office procedures. A new position, the main duties include preparation of financial accounts, preparation of service contracts, handling insurance matters, cash management, budgeting and routine ship management. A knowledge of taxation, economics and shipping would be desirable. Preferred age range 25-30, salary negotiable with experience.

Write with brief details to:
John Sears, Cripps, Sears & Associates,
Burne House, 68/89, High Holborn, London, W.C.1. Tel: 01-404 5701
Quoting reference No. 4646

Cripps, Sears

Treasury Accountant

London W1 c. £6,000 + benefits

Our client is a large U.K. manufacturing group with substantial overseas interests. This vacancy will appeal to a young qualified accountant who wishes to acquire experience and training in all aspects of cash management and exchange control procedures. He/she will assist the Group Treasurer in the optimum utilisation of the group's cash resources involving negotiations for future cash requirements in the U.K. and overseas and the appraisal of investments and potential acquisitions. In addition to providing an advisory service to the Group in connection with foreign exchange, the appointee will gain exposure to financial modelling with use of computer link. The Group offers good career prospects, subsidised lunches, free BUPA cover and generous staff discounts.

Applications to Miss Marion Williams

Reginald Welsh & Partners Limited.
Accountancy & Executive Recruitment Consultants
125/4 Newgate Street, London EC1A 7AA Tel: 01-600 8357

SENIOR CREDIT MANAGER

Due to expansion of their international banking activities, Wells Fargo Limited is seeking a Senior Credit Manager who is experienced in credit and marketing in European countries. He/she will probably be in their thirties with a good relevant degree and will be fluent in at least one other European language. The successful applicant will

have had considerable credit experience at all levels and will be able to communicate effectively with senior management of European companies and banks. The salary, which will be in five figures, will be commensurate with qualifications and experience. The position is based in London; the usual fringe benefits will be provided.

Please write with full details to the Personnel Manager,
Wells Fargo Limited, Winchester House, 80, London Wall, London EC2M 7ND.

Wells Fargo Limited

Internal Audit

c. £6,500+Car
Based Central London

The Rank Organisation is establishing a Group Internal Audit Department, whose role will be to create and operate audit procedures where required. Additionally, existing divisional audit systems already in place in some larger units will be monitored through liaison with audit staff in the appropriate divisions.

The audit team will cover all the organisation's film, leisure and manufacturing activities, as well as the key Head Office functions.

Applications are invited from energetic and self-motivating accountants, male or female, preferably qualified, who can demonstrate auditing experience either professionally, or with a large industrial company.

Salary, together with other benefits normally associated with a company of this size, including a company car, will reflect the importance of this position.

To apply, please send brief details of your qualifications and experience, to:
Central Services Personnel Manager,
The Rank Organisation Limited,
439/445 Godstone Road,
Whyteleafe,
Surrey, CR3 0YG.

THE RANK ORGANISATION

INVESTMENT ANALYST

A leading firm of stockbrokers wishes to recruit an experienced analyst to carry out specific research projects, mainly into small and medium sized companies. The work will be required mainly for use by the firm's institutional department, but will also include some involvement in corporate finance situations.

The successful candidate will possess either a professional qualification or a degree and will have had previous experience of financial analysis either in a financial institution or in industry. He/she must be able to establish personal relationships at Board level in the companies under research.

Remuneration will be competitive and the appointment offers an opportunity to commence a progressive career in an ambitious and profitable business.

Applications will be forwarded direct to our clients, and you should indicate in a covering letter an firms to whom you do not wish to apply. Please apply in writing, quoting reference 914, giving particulars of career, in confidence to:

W. L. Tait
Touche Ross & Co.
Management Consultants
4 London Wall Buildings
London EC2M 5UJ

Company Secretary

Guinness Peat Group Limited

The Company Secretary of this well known organisation is planning to retire towards the end of this year and a successor is now being sought.

Apart from the statutory duties associated with a public company of this standing, the secretary carries major administrative responsibilities both in respect of the group head office in the City of London and in support of subsidiary companies operating in a diverse range of trading and manufacturing activities throughout the world.

We should be pleased to discuss this exceptional opportunity with professionally qualified candidates, aged about 40, whose experience has shown a bias towards the administrative and legal, as opposed to the financial aspects of the secretary's role and who now feel that they have reached a point in their career from which they can confidently take on an appointment of this magnitude.

Applications should be addressed in the first instance to Charles Barker-Coulthard Ltd., quoting reference 4324/1978.

Charles Barker-Coulthard
30 Farringdon Street, London EC4A 4EA.
Telephone 01-236 0526

Senior Banker

Bank of America is expanding its Financial Services function in London and wishes to appoint a Vice President to provide aggressive leadership for the group specialising in the financial institutions sector. Key accountabilities will include administering and developing the loan portfolio; marketing bank-wide financial services; maintaining and enhancing working relationships with the City and the Government.

Applicants should be UK nationals who have already attained a senior position with a major bank or related organisation.

Applications containing full career details, which will be treated in confidence, should be sent to: Assistant Vice President - Recruitment, Bank of America NT & SA, 25 Cannon Street, London EC4P 4HN.

B BANK OF AMERICA

Manufacturing Director -Europe

£15,000-£18,000 p.a. plus

This top flight appointment is for an international company operating a large number of chemical plants throughout Europe. Applications are sought from candidates who can show successful experience in managing geographically dispersed activities. Candidates, aged 35-50, should be qualified engineers with significant manufacturing senior management experience in the petro-chemical, chemical or power industries. International experience is highly desirable and fluency in French or German would be an advantage.

The post is based in a

pleasant location close to London and substantial relocation assistance is available. For the right candidate the total compensation package is negotiable and the client will welcome applications from candidates who have carried wide ranging management responsibilities in addition to manufacturing.

Please write, with relevant, concise details of career history and current earnings to J. W. C. Bull at Bull, Holmes & Partners Limited, 45 Albemarle Street, London W1X 3PE, quoting ref. 424. Confidentiality guarantees applications will be treated in strict confidence.

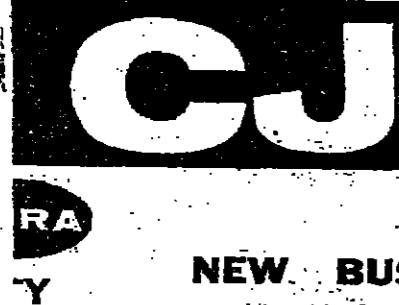
Bull Holmes

PERSONNEL ADVISERS

OPPORTUNITIES FOR NEWLY QUALIFIED ACCOUNTANTS ON MARCH 9 1978

The Financial Times proposes to publish, within its regular Thursday Appointments columns, on March 9, 1978, a section headed "Newly Qualified Accountancy Appointments." This section is timed to appear following the results of the Finals, when several thousand newly qualified accountants will be in search of career opportunities. For full details of advertising in this section contact James Jarratt on 01 248 8000. Ext. 539.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER



RECRUITMENT ADVERTISING
35 New Broad Street, London EC2M 1NH
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374

**SENIOR
BANKER
NEW BUSINESS
DEVELOPMENT
INTERNATIONAL
CONSORTIUM BANK**

£12,500+

Candidates are invited from candidates with several years' banking experience involving East and West Europe and/or Latin and South America. Working with a compact and highly capable team, the successful candidate will be directly involved in the origination, structuring and syndication of loans. He/she will be a self-starter and have the experience and capability to represent the bank effectively in new business development. Ability to speak Spanish and one other European language an advantage. Attractive salary, potential for a performance-related bonus and comprehensive fringe benefits. Applications in strict confidence under reference SB1026/FT will be forwarded unopened to our Client unless list companies to which they should not be sent a covering letter marked for the attention of the Security Manager.

CAMPBELL-JOHNSON RECRUITMENT ADVERTISING LIMITED, 35 NEW BROAD STREET, LONDON EC2M 1NH.

**Financial Controller
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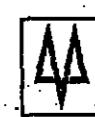
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Monday. Cash zinc
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only a small discount
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It was buoyed up by
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Farm census shows fall
in pig and cattle herds

BY CHRISTOPHER PARKES

THE TOTAL NUMBER of cattle herd, and the sheep breeding in England and Wales, counted flock was expanding even though at the annual December census, the effects of the winter in Scotland and the South West still had to be assessed. There are fears that many ewes and lambs have been lost in the recent storms.

The total of cattle and calves was 8,000, head, 1 per cent. less than last year, and the number of pigs declined, and although there were more eggs-laying chickens on farms than a year earlier, numbers of broilers, breeding stock and young birds were also down.

Arable farmers on the other hand, saw the new season get off to a flying start. Almost ideal sowing conditions during the autumn enabled them to plant 1,166,000 hectares with winter wheat by December 1—228,000 hectares more than at the same time in the previous cereal year.

Mr. John Silkin, Minister of Agriculture, expects the total area down to grain this year to be more than last season when the harvest produced a record crop.

Commenting on the results of the census, Mr. Silkin claimed yesterday that it showed farming in Britain was beginning to expand again.

"The livestock industry's position will be strengthened as the effects of the green pound devaluation work through into farmers' incomes over the next few months," he said.

"The dairy herd is being maintained," he said. More dairy heifers were being kept on the farm for use in the milking

season, the total breeding herd of pigs was 10,000 smaller than at the last count in September, and 83,000 down on the year. The number of young female pigs pregnant for the first time was 14 per cent. down on the year but expected to stabilise during the last quarter of the year.

Reflecting the growing interest in the profits to be made from sheep, the census showed that the total number of ewe lambs held back from slaughter and kept on for breeding was 10 per cent. higher than a year earlier.

Sir Henry Plumbe, President of the National Farmers' Union, said yesterday he would ask for an early meeting with the Ministry of Agriculture to discuss ways of helping farmers hit by blizzards last weekend.

"It is impossible to make even a preliminary assessment of losses, but they will be great, and for some farmers disastrous," Sir Henry said.

I hope the Government will give urgent and sympathetic consideration to the contribution which it, and our EEC partners, may be able to make to recovery. I shall be approaching the Ministry of Agriculture immediately."

The NPU has set up its own emergency committee to coordinate efforts nationally and locally to help farmers in the worst-hit areas.

The number of dairy type

heifers pregnant for the first

time, 13 per cent. over the

year, while the number of young

beef heifers fell by 17 per cent.

The heavy exports of calves

mainly Friesians going to France

showed up clearly in the

Ministry's report for the census.

The number of calves under one

year-old fell by 143,000 or 5.5

per cent.

Drought blow to Brazil coffee

BY SUE BRANFORD

LACK OF rain and the excessive heat may lead to a 40 per cent. cutback in the state of São Paulo's coffee harvest this year. The bad weather is making the seeds inside the beans decay in a most alarming fashion.

This statement was made by Jose Ari Moraes Aragão, president of the Technical Coffee Commission in the São Paulo State Agricultural Federation. In real terms, a reduction of this magnitude would mean a fall in the State capital, as is normal at this time of the year, these regions, from 8.2m. bags to 4.9m. bags.

At the same time, the Paraná State Agricultural Department has predicted a 20 per cent. cutback in its coffee production, from 5.5m. bags to 4.4m. bags. This reduction has also been caused by poor weather, particularly the recent drought.

These figures are first estimates and may well prove to be exaggerated. The Brazilian Coffee Institute is at present assessing the damage and its estimates are likely to be released at the beginning of next week. Angelo suffered serious damage from

SAO PAULO, Feb. 21.

WASHINGTON, Feb. 22.

MR. ELMER STAATS, U.S.

Comptroller General, said here

that the general accounting

office which he runs favoured

legislation to extend the life of

the Commodity Futures Trading

Commission (CFTC).

He told a Senate Agriculture

sub-committee that the CFTC

needs a bigger budget and more

staff to do its job properly.

The committee is considering extending the Commission's life, which the absence of new legislation will expire on September 30.

Mr. Staats, head of Congress' investigative accounting arm, was the first witness at hearings which are expected to continue in mid-March with testimony from CFTC commissioners and spokesmen for the futures business.

The CFTC itself this week urged Congress to extend its life for six years, and expressed support for a Bill which would suspend trading in London and dealer commodity options.

The U.S. should seek limits on

usage of the European variable

import levy system and strive

for long-term grain agreements

with foreign nations, Richard

Bell, former assistant U.S. Agriculture Department Secretary, recommended.

Mr. Bell, now executive vice-president for Riegelman Foods, told Missouri Young Farmers association it was essential for

the U.S. to get improved access

to the EEC grain market at the current International Wheat

Agreement talks in Geneva.

Mr. Bell called for one limit to be placed on the use, and ultimate size, of the EEC variable

levy on grain imports.

The levy on U.S. corn (maize)

at \$2.70 a bushel, compared with

the average price received by

U.S. farmers last month of \$1.98, Reuter

'Cheap' sale
hits world
sugar price

By Our Commodity Staff

WORLD SUGAR prices fell sharply yesterday afternoon in response to trade reports of cheap white sugar sales to Egypt and signs that demand for EEC white sugar was

expected to stabilise during the last quarter of the year.

Reflecting the growing interest in the profits to be made from sheep, the census showed that the total number of ewe lambs held back from slaughter and kept on for breeding was 10 per cent. higher than a year earlier.

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consideration to the contribution

which it, and our EEC partners, may be able to make to recovery. I shall be approaching the Ministry of Agriculture immediately."

The NPU has set up its own

emergency committee to co-ordinate efforts nationally and locally to help farmers in the worst-hit areas.

In fact, our bacon market

share fell from 47.6 per cent. in

1973 to 43 per cent. in 1976 with

only a marginal increase to 43.6

per cent. in 1977," he said.

He boasted that the Danes had set a uniform standard of quality recognised throughout the bacon trade. Ess-Food had invested £13m. in containers, provided technical advice on all aspects of bacon handling, set the pace with sales promotion "which far exceeds anything being done by our competitors—and all to ensure that as well as selling Danish brands, bacon remained a popular foodstuff."

Since so much had been invested here, since a third of the pigs produced in Denmark were eaten in the U.K. and since

so much care had been taken in nurturing the British market especially helping it survive the shocks of the early 1970s

when prices more than doubled

in a year.

Mr. Bernsen concluded: "Our whole industry depends on Britain as a customer. We are here to stay in spite of any wishful thinking.

This year, the company plans

DANISH BACON PLANS

Another ticking off
for U.K. curers

By CHRISTOPHER PARKES

ONLY 24 HOURS after the Price Commission gave Britain a trim, injured attitude towards Danish bacon in Britain, its Copenhagen-based parent company handled more than 60 per cent. of the pigs slaughtered in Denmark last year, and in 1976—1977 financial year, turned over almost £400m., a figure which makes it the country's leading exporter.

About £255m. of total sales was earned in Britain with the balance coming from another 51 countries of which the largest were Japan, West Germany, France and Italy.

Mr. Svenn Bernsen, managing director of Ess-Food (U.K.), indignant at recent threats from British bacon producers bracing themselves to "throw the Danes back into the North Sea," said again that since Danish exporters were largely responsible for creating the British bacon market, they had no intention of allowing themselves to be bullied by their ambitions here.

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FINANCIAL TIMES

Thursday February 23 1978

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State agency acts on pay clause

BY MICHAEL CASSELL, BUILDING CORRESPONDENT

THE Property Services Agency, more government work until responsible for all government Ministers had met its representatives and installations, yesterday became one of the first government departments to implement the controversial pay clause for the construction sector, guideline clauses in its construction, more than 6,000 building and maintenance contracts worth about £360m. in its

The "10 per cent" clause, seen by the Government as an essential part of its current incomes policy, was implemented despite agreement between Ministers and the Confederation of British Industry on a 21-day cooling off period, to allow for further discussions.

As the Agency announced that the new conditions would apply to all tender and contract documents from yesterday, construction industry leaders immediately called for a total embargo on all government building contracts.

The operation of the sanctions, as they affect each government department, has been worked out in conjunction with the Treasury over the past two weeks and they will now begin to take effect.

To-day, CBI representatives will meet government officials to examine the proposals in more detail, although Ministers have made it clear that no major changes to the plans will be discussed.

The CBI has called on members to defer signing new contracts and the building and civil engineering sector yesterday backed the move by advising

Threat to impose cut in price of tea

By David Churchill

THE Government last night reaffirmed its intention of using its statutory powers to order major tea blenders to cut prices in line with the Price Commission's recommendation of a big reduction.

This was made clear last night by Mr. Roy Hattersley, Prices Secretary, after a bitter meeting between the tea blenders and Department of Prices.

The blenders—Brooke Bond, Oxo, Lyons Teetle, Typhoo Tea, and the Co-operative Wholesale Society—told officials that the Commission's report contained "clear and important inaccuracies which we believe invalidate its main findings."

They argued that there was "no justification at present for a price reduction and in fact blenders could not remain viable at the shelf prices suggested in the report."

Forthcoming

Mr. Hattersley said that the blenders' arguments "did not materially affect the substance of the report." He accepted the Commission's report and remained convinced that a price reduction was necessary.

However, he offered to meet the tea blenders to hear their case. But he insisted that his department would use "statutory measures" if no voluntary reductions were forthcoming.

The powers available to the Department to force price cuts were not spelt out by Mr. Hattersley. The reference on tea prices was made before the new price control powers were introduced last summer.

But the Department could, for example, set a maximum price for tea. It is also hoping that the supermarkets will put pressure on the tea blenders as happened with coffee.

GKN share price falls after ruling

By Terry Dodsworth,
Motor Industry Correspondent

SHARE PRICES in GKN, Britain's largest engineering company, fell heavily yesterday after the West German Supreme Court had decided to block its bid for outright control of the Sachs group, West Germany's leading clutch manufacturer.

The Government "would like to meet the desire of Parliament to debate it before a final decision is taken," Mr. Callaghan said yesterday.

The Government's problem here is that by agreeing to a parliamentary debate, it may open the way legally for opponents to take action in the High Court, further delaying the project, and virtually abandoning to

the Department of Trade.

The dispute over payments to 800 guards who collect fares on trains, have led to considerable bitterness between ASLEF, the train drivers' union, to call off its national one-day strike on March 1.

The union's executive is meeting to-day and will decide what further action to take in a dispute involving bonus payments to pay-train guards.

Further regional one-day strikes and other forms of industrial action now look a strong possibility. Mr. Ray Buckton, ASLEF general secretary, said his union's options were open but the situation was "open."

London Transport, many of whose Underground train drivers are ASLEF members, will not be involved in the strike.

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